

2013 STRATEGIC PLAN

**CITY OF
BELOIT**

2013 City of Beloit Strategic Plan

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June 4, 2012

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 2013. One of the first steps in our annual budget planning process is to revisit and review our strategic plans and objectives. 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 7th, 2012, the management team submitted their departmental Strategic Plans and Objectives for 2013 to the City Manager for Council consideration. These were prepared based on the City's proposed Vision/Mission Statements and Goals for 2013 and are contained in this document.

This Strategic Plan Document consists of the following four sections:

- I. Introductory Section
- II. Adopted Vision/Mission Statements and Goals
- III. Departmental Strategic Plans for Fiscal Year 2013

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

- 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 which were provided for on the May 14th Strategic Plan Workshop.

Departmental Strategic Plans for Fiscal Year 2013

Each department has prepared and submitted departmental strategic plan/objectives for FY 2013. These are contained in Section III of the workbook.

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 2013. This is an exciting opportunity to chart the future of the City and marks the beginning of the FY 2013 Budget process.

Sincerely,



Paul E. York
Finance and Administrative Services Director

VISION STATEMENT

Greater Beloit – The gem of the Rock River Valley, embracing sustainable public policy, service delivery and development in ways that protect the natural and built environment, enhance economic competitiveness and create a high quality living experience for current and future generations.

MISSION STATEMENT

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

CITY OF BELOIT

2013 STRATEGIC PLAN

Beloit City Council Vision/Mission Statements and Goals 2013

1. As an eco-municipality, focus on the sustainable stewardship of City resources, services and infrastructure; to protect both our built and natural environment and enhance the quality of life for current and future generations.
2. Continue competitive and sustainable economic development focused on workforce development, retention, and recruitment to fully serve the business and entrepreneurial community resulting in private investment and job creation.
3. Proactively partner with individuals and businesses to promote a safe and healthy community, minimize personal injury, prevent loss of life and protect property and natural resources.
4. Collaborate with other jurisdictions and organizations to foster effective and efficient service delivery, reducing cost for taxpayers and stimulating regional prosperity.
5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.

CITY OF BELOIT

2013 STRATEGIC PLAN

City Manager Department

Department: City Manager

City of Beloit Strategic Goal: 1, 2 & 4

Program: Provide efficient, effective management of day to day government services and operations

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. Continue oversight of the Public Works Department until a permanent department director can be named.

Action Steps:

1. Direct involvement in the detailed evaluation of all budget submittals for both the operating and capital budgets.
2. Continue working with Department Directors analyzing operations and administrative support systems to ensure efficiency and effectiveness.
3. Continue to provide support for elected officials, including development of detailed staff reports and research as needed to assist Councilors with their important public policy responsibilities.
4. Continue working with Department Directors to search for all available revenues, including Federal and State grants to maximize resources available to support Municipal operations and infrastructure upgrades.

Mission Statement:

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

Department: City Manager

City of Beloit Strategic Goal: 2

Program: Continue the focus on the City's eco-municipality program, including the use of sustainable practices.

Objective:

The City Council's 2007 adoption of an eco-municipality program and subsequent steps undertaken by the City using the "natural step process" as a guideline for including sustainable practices in all public policy decisions. The City will continue the strong eco-municipality focus in 2013.

Action Steps

1. Continue utilizing the modified staff report and take other steps as necessary to ensure that decisions made by operating departments or staff recommendations coming to City Council incorporate specific information about the sustainability of those public policy choices.
2. Finalize testing on hydrogen on demand vehicles, and if results warrant, proceed with transition of a significant portion of the Municipal fleet to utilize this fuel alternative.
3. Finish evaluating and possibly move to implementation of the use of Compressed Natural Gas (CNG) in a portion of the city fleet.
4. Continue to utilize an employee-based sustainability committee to work on ways to implement sustainability practices in City facilities with regard to all service delivery operations.

Department: City Manager

City of Beloit Strategic Goals: 1 & 2

Program: Continue the Manager's involvement in economic development activities

Objective:

Continue the Manager's 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.

Action Steps:

1. Efforts will continue to market the Gateway Business Park and related privately owned parcels located within the same Tax Incremental Finance District (TID).
2. Continue to work on office, business and residential development and redevelopment in the downtown City Center area.
3. We will continue to work with the developer as construction progresses on the 400 Block of Grand Avenue redevelopment.
4. In conjunction with the Greater Beloit Economic Development Corporation (GBEDC), we will continue to visit with key business leaders, throughout the City each year.
5. To continue working closely with the GBEDC and Rock County 5.0 to further explore the enhanced regional cooperation that has evolved as a result of this new economic development initiative.

Department: City Manager

City of Beloit Strategic Goals: 2 & 4

Program: Continue to work on the casino development as needed

Objective:

Continue a close dialogue (and collaboration) with the Ho Chunk Nation as they pursue s Bureau of Indian Affairs approval for their fee-to-trust application to build a land based casino in the City of Beloit.

Action Steps:

1. Continue close communication with the Ho Chunk Nation to provide whatever support or assistance is deemed necessary to help move the application toward approval by the Bureau of Indian Affairs (BIA).
2. Be available to provide direct assistance, including periodic travel to Washington, D.C. to communicate directly with the Bureau of Indian Affairs and the U.S. Department of the Interior.
3. Also, work with the Nation during the year on drafting a development agreement and planning for the public infrastructure needed to support the Casino development.
4. If approvals are received for the casino, work closely with the Nation to obtain the Governor's concurrence and on the site layout and the design of the facility, which will be required during the initial phases of implementation.

Department: City Manager

City of Beloit Strategic Goal: 1

Program: Continue transition to E-government with minimal use of paper, printing and postage to support municipal operations

Objective:

The City recently rolled out a new website with both aesthetic and content navigation changes to improve and expand the City's use of electronic communication means including additional documents placed on the website as opposed to the use of traditional bound paper copies. It is anticipated that work will continue on expand and improve the website in 2013.

Action Steps:

1. Continued upgrades on the City's website, including additional information on the City's new "green" page will further communicate and educate the public about the City's ongoing eco-municipality and sustainability related initiatives.
2. The City continue to carefully monitor and fully utilize the City's website and the major communications medium, with the understanding that the website is the "first impression" many people have of the City of Beloit. The e-mail notification service has substantially improved the communications potential of the website and efforts will continue to make additional technological modifications whenever possible.
3. Continue public education to increase citizen utilization of the site.
4. E-government communications of all types remain a high priority. The City will continue to use electronic means rather than more traditional paper documents whenever possible.
5. We will continue to consider the use of electronic packets for various board and commission agendas and related materials, which are still being distributed using a hard copy format.

Department: City Manager

City of Beloit Strategic Goals: 1 & 4

Program: Facilities planning/Police Department/City Hall Space Needs

Objective:

A space needs assessment for a new Police Station was completed in 2009. Various site alternatives were studied in 2010. In 2012 the city approved an option to purchase the Eclipse Center site for one dollar, although we made it clear this was not necessary the selected location. The lack of sufficient available funding, including bond capacity for a project of this magnitude has shifted some priority and available time away from this project.

Action Steps:

1. Continue to work closely with the Police Chief and his staff on facility planning, although the lack of funding for the facility will impact timelines and we do not anticipate requesting a final decision on a location until we have funding available to complete the project.
2. Continue to maintain the City Hall building in serviceable condition, anticipating that it will be a number of years before a new police facility can be brought on line.

Department: City Manager

City of Beloit Strategic Goals: 1 & 4

Program: Snappers Stadium

Objective:

The City will also continue to maintain a dialogue with the Snappers regarding the possible location and construction of a new Snappers stadium. This project is under the control of the Snappers Governing Board and the City's role will be to support the project..

Action Steps:

1. Continue close communication with the Snappers management regarding the possible location, funding and construction for a new Snappers stadium to be built for the team's use.

Department: City Manager

City of Beloit Strategic Goals: 1 & 3

Program: Public Information

Objective:

Provide accurate, objective and timely information on services and events in the City of Beloit.

We anticipate continuing with the weekly publication of the Beloit Report and monthly production of Beloit Today and other media events on a year around basis.

Action Steps

1. Weekly publication of the “Beloit Report”
2. Monthly production of the “Beloit Today” show
3. Weekly contact with “Beloit Daily News” reporters
4. Write and post press releases, policies, meeting notices and minutes of City Council meetings and the “Beloit Today” show on the City’s website
5. Post information on the Cable Access Message Board as needed. Assist other departments to post information as needed.
6. Assist the Cable Access television station with planning technical upgrades as needed.
7. Promote the City through public education.
8. Promote the City of Beloit via social media outlets.

Department: City Manager

City of Beloit Strategic Goals: 2 & 5

Program: Maintain communications and a positive working relationship with other local government partners.

Objective:

The City of Beloit has built strong working relationships with all the local governments in the Stateline area. This year, efforts will continue to focus on direct communication between the City Council and various governing boards to discuss shared service delivery to ensure the most productive use of available resources. Meetings held in 2012 did produce some positive results and the efforts will continue in 2013.

Action Steps:

1. Continue the dialogue at the staff level that produced some positive results, particularly with regard to joint purchasing in 2012.
2. We will continue to collaborate with the City of South Beloit and Beloit 2020 related to City Center Planning Initiatives.
3. Continue monthly meetings with Janesville and Rock County officials, maintaining that positive and collaborative relationship that has developed in recent years.
4. Continue our extensive program of collaboration and cooperation with the Beloit School District to assist the district in any reasonable manner to promote and encourage educational opportunities, facilitate truancy and daytime curfew enforcement, and to support the districts new facilities program recently approved by district voters.
5. Schedule a series of joint meetings with between the Council and the boards of surrounding jurisdictions.
6. Continue collaboration with local stakeholders and communication with the Wisconsin Department of Transportation that has evolved over the past several months as planning and design for the important Interstate Highway 39/90 improvement project moves toward construction.
7. Continue the productive “Town and Gown” relationship that has evolved between the city and Beloit College.

CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Engineering/Administration

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.
- 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 semiannual 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. Update Cadastral Mapping monthly or as needed.
8. Maintain City Works Software and assist existing and new users as needed.

Mission Statement:

The Department of Public Works exists to serve the public need through cost effective operations and quality service, while providing for enhanced public safety and quality of life for today and tomorrow.

CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Engineering/CIP

Objective:

To develop recommendations for and administer the Capital Improvement Program. 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.

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Engineering/ Metropolitan Planning Program (MPO)
Transportation Planning

Objective:

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

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.

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Operations/Administration

Objective:

Develop a staff that performs efficiently and safely.

Develop policies, and standard operating procedures to improve efficiency and cost effectiveness of work tasks.

Action Steps:

1. Develop a list of budget savings, meeting with individual work groups.
2. Complete Evaluation tools to evaluate all staff based on individual performance measures.
3. Develop 5 year Capital Improvement Projects and 2013 Operating Budgets.
4. Coordinate all Parks and Operations training including orientations.
5. Coordinate the DPW Safety Committee; ensure safe working practices are followed.
6. Coordinate annual meetings for the department for work projects.

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Stores

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. Ensure the City receives the maximum value for each public dollar spent through quarterly comparisons, bidding, quotes and state contracts. Continue to research sustainable projects and options for the city through fleet services.

Action Steps:

1. Track work orders, fuel usage quarterly.
2. Provide a centralized area for materials, equipment parts, maintenance supplies, fuel etc. for all departments.
3. Increase the store usage for all city departments to encourage cooperative purchasing while reducing overall city cost.
4. Coordinate purchasing with other municipalities and States for maximum value for each dollar spent.
5. Update storeroom procedures, purge slow moving inventory, complete annual inventory count.
6. Develop a formal customer service survey process.

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Street / Forestry / Traffic Safety

Objective:

Ensure motorist and pedestrian safety minimize hazards for all street and right-of-way Operations.

Events and/or projects coordinated and completed with appropriate response times.

Action Steps:

1. Evaluate, establish 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. Continue to implement Automatic Vehicle Location (AVL) program in vehicles to reduce down time of staff and reduce mileage of vehicles.
5. Develop a public relations plan to educate residents on selected operations.

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Snow

Objective:

- Provide cost effective and environmentally sound clearing and removal of snow & ice resulting in safe travel.
- Utilize both anti-icing and de-icing strategies blending of products including organic materials.
- As a premier snow & ice program in North America continue to mentor other communities.

Action Steps:

1. Minimize hazards of slippery road, sidewalk conditions encountered by motorists and pedestrians.
2. Reduce economic losses to the community and industry caused by workers unable to get to their jobs or make deliveries.
3. Restore traveling conditions for the convenience of the general public as soon as possible after each winter storm event.
4. Provide a level of service that is cost effective, fiscally and environmentally responsible.
5. Develop cooperation and collaboration strategies with area communities and private providers within the city.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Fleet

Objective:

Establish efficient and cost effective delivery of fleet services by providing departments with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle and equipment investments.

Action Steps:

1. Track work orders, fuel usage quarterly.
2. Research additional sustainable projects applicable to fleet including but not limited to Hydrogen on Demand Systems, Compressed Natural Gas and E85.
3. Monitor and maintain the equipment replacement scoring model to reflect optimum replacement of each vehicle.
4. Review and make recommendations for the equipment reserve account, annually with Division Directors and Finance.
5. Update storeroom procedures, purge slow moving inventory, complete annual inventory count.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Recycling/Solid Waste

Objective:

Maintain a sustainable Recycling and Solid Waste Program through efficient curbside and drop off collection of recyclables and solid waste for residences, Americans with Disabilities Act (ADA) customers and City Facilities. Coordinate the intergovernmental relationship with Beloit & Turtle Township.

DNR funding secured, and diversion rate achieved.

Action Steps:

1. Continue to develop procedures for improvement and efficiency, develop timeline for changes.
2. Continue to discuss route and procedure changes with work group based on current routes and tonnages.
3. Complete Department of Natural Resources (DNR) grant reporting.
4. Research commodity brokers for commingled containers and other commodities as needed.
5. Implement electronics recycling and clean sweep programs for City residents.
6. Continue to monitor the state of economy and the effects of both budgets.
7. Research and develop new sustainable practices that are economically feasible.
8. Look at recycling alternatives.

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Parks & Administration

Objective:

- Maintain our current city parks and related facilities in a clean, safe, and attractive manner.
- Implement the Parks & Open Space Plan that identifies future improvements to existing parks and facilities.

Action Steps:

1. Maintain our park mowing program.
2. Maintain landscaping beds in our parks and streetscape areas within the city.
3. Complete necessary park repairs and general maintenance.
4. Complete graffiti removal within 48 hours of notice.
5. Complete routine inspections of parks and playgrounds.
6. Work with schools and volunteer groups that provide seasonal park clean-up assistance.
7. Prepare and schedule park improvement project as designated with the annual CIP Plan.
8. Seek assistance from other Divisions and/or Departments in preparing for the implementation of each project.
9. Hire contractors to complete projects and/or specialized maintenance services.
10. Annually, review the CIP Plan with the Parks & Recreation Commission and seek their advisement regarding prioritization of these projects and other future projects that they would like the department to consider implementing.
11. Assist in Snow Removal Operations.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Recreation Operations

Objective:

- Provide recreational & athletic programs.
- Provide related recreational services to community organizations.
- Maintain clean, safe, and attractive facilities.
- Market programs and services.

Action Steps:

1. Implement a diverse variety of recreational and/or athletic programs that are not a duplication of other service providers.
2. Create a seasonal Recreation Program Guide inclusive of all our services and program offerings.
3. Work cooperatively with local civic organizations that use our parks and recreational facilities:
 - Beloit Youth Hockey Association
 - Beloit Memorial High School / SD of Beloit
 - Beloit River Fest
 - Beloit Snappers
 - Visit Beloit
 - Friends of the Riverfront
 - Downtown Beloit Association
4. Operate and expand our services offered at the Lagoon Concessions.
5. Oversee and promote our park rental reservation system for Park Shelters and the Rotary River Center.
6. Operate recreational facilities for public use, and complete repairs and facility improvements as warranted at the Ice Arena, Krueger Pool, the Lagoon Concessions, and the Rotary River Center.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Grinnell Hall Senior Center

Objective:

- Coordinate and implement programming for a diversified senior population.
- Operate and manage Grinnell Hall as a special use facility for Senior Citizens.

Action Steps:

1. Create and implement recreational programs and activities which are targeted for the Senior Citizen demographic.
2. Promote and market programs, activities, and special events that are available at the Senior Center.
3. Partner with the Rock County Nutrition Program.
4. Partner with AARP and provide tax assistance.
5. Coordinate and conduct the annual Beloit Senior Fair.
6. Continue to work cooperatively with the Grinnell Hall Advisory Board of Directors regarding the operations of the building and program offerings.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Golf Operations

Objective:

- Manage an 18 hole, public golf course facility.
- Provide general golf related programming and services for leagues, tournaments, and special events.
- Provide a golf facility for High School competition/play.

Action Steps:

1. Sustain our standard maintenance program.
2. Strategically market the golf course.
3. Increase the number of rounds played annually.
4. Increase the annual revenue.
5. Provide golf merchandise for sale at the Clubhouse.
6. Through our customers, continue to evaluate the quality of the services, operations, and maintenance of the golf facility.
7. Through our customers, continue to evaluate the concessionaire and their services that will enhance the golf operations.
8. Annually, survey the rate structure at other golf courses within the region and compare our services and pricing schedule.
9. Recommend fee changes as deemed necessary in order to meet the fiscal revenue projections of operating the golf course.
10. Provide staff training as warranted.
11. Conduct monthly meetings with the Golf Course Advisory Committee.
12. Complete an Annual Report of the Golf Course Operations and annually review this report with the Golf Advisory Committee along with recommendations regarding the operations for the following fiscal year.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Cemetery Operations

Objective:

- Manage and maintain the general operations of the city owned cemeteries.
- Provide general cemetery services.

Action Steps:

1. Contract and hire ground maintenance services to mow and trim cemeteries.
2. Track and record all cemetery services.
3. Review and recommend services fee structure.
4. Keep records as required by State Statue.
5. Update our database for platting of the cemetery plots and clerical software files.
6. Enhance public relations through appropriate staff training and sensitive marketing techniques at the annual Senior Fair.
7. Twice a year (spring & fall) schedule and implement a cemetery clean-up program as outlined within the Cemetery Rules & Regulations Manual.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Transit - Transit Development Plan

Objective:

Continued growth of ridership and revenue.

Action Steps:

1. Evaluate operating expense per revenue hour.
2. Evaluate operating expense per revenue passengers – excludes transfers.
3. Increase total revenue per operating expenses.
4. Maintain revenue passengers per revenue hour.
5. Maintain revenue passengers per capita.
6. Maintain revenue hours per capita.
7. Develop, implement and evaluate safety and customer service trainings.
8. Decrease current passenger complaints.
9. Develop and evaluate a customer service survey.
10. Monitor on-time performance to establish a realistic standard for City Transit Service.

Mission Statement:

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CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Wastewater Utility Operations.

Objective:

- Effectively manage the economic and environmental performance of the Water Pollution Control Facility (WPCF), sanitary sewer collections system and industrial pre-treatment program
- Comply with all National Pollutant Discharge Elimination System (NPDES) requirements.
- Comply with all Environmental Protection Agency (EPA) requirements for Industrial Pretreatment Program.
- Upgrade and maintain all system equipment for reliable and efficient operation.
- Minimize odors emitted from the WPCF.
- Effectively manage commercial inspection and permitting program.
- Minimize sanitary sewer collections system backups.

Action Steps:

1. Operate the WPCF wastewater treatment plant to economically meet discharge permit limits, including all lab analyses and regulatory reporting.
2. Maintain critical equipment at the WPCF and pump stations to ensure reliable, cost effective system-wide operation.
3. Begin operation of newly constructed bio-solids dewatering and odor control systems at the WPCF. Continue to pursue alternative methods for beneficial reuse of bio-solids with Mallard Ridge Landfill, agricultural land owners, etc.
4. Continue to participate in the phosphorous standard changes with the Wisconsin Department of Natural Resources and further explore WPCF phosphorous discharge reduction options.
5. Complete quarterly hot-spot and bi-annual system wide collections system cleaning.
6. Continue to clear and maintain off-road sewer easements to ensure access for maintenance and emergencies.
7. Repair and/or line collections system segments and manholes to reduce Inflow and Infiltration (I&I) thereby reducing overall system operating costs.

Mission Statement:

The Department of Public Works exists to serve the public need through cost effective operations and quality service, while providing for enhanced public safety and quality of life for today and tomorrow.

8. Utilize TV truck and gear to improve sewer televising capabilities and rehab procedures.
9. Perform industrial/commercial inspections and monitor reports to ensure discharge permit compliance.
10. Re-issue permits to Significant Industrial User's and other businesses on schedule.
11. Continue mercury minimization program and participation in Rock County Rx Roundup.
12. Expand public education programs utilizing PW Foxx mascot, Public Works Week activities, local media, community events, etc.

CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Water Utility Operations.

Objective:

- Continue to manage the safe and economic performance of the public water system.
- Comply with the Safe Drinking Water Act.
- Meet all domestic, industrial and fire protection water supply demands.
- Maintain reliable well and pumping system operation.
- Maintain reliable distribution system operation.
- Provide accurate customer sales metering and billing.

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.
3. Place new Weiser Pumping Station into service and begin operations to resolve Well #11 nitrate issue, improve system pressures and maximize time-of-day energy rate savings.
4. Exercise and maintain all valves/hydrants and periodically flush the distribution system.
5. Continue pump station maintenance program to annually rehabilitate two wells and one booster station.
6. Implement water main replacement program to eliminate under-sized main, replace break-prone segments, close loops, etc.
7. Replace Traverse City hydrants and install Storz connections to speed Fire Department response.
8. Expand meter testing and periodic exchange program to ensure compliance with the Reduction of Lead in Drinking Water Act and provide for accurate customer billing.
9. Continue upgrades to Sensus Automated Meter Reading system by meter transmitter upgrades to FlexNet, relocating premise transmitters outside, upgrading base stations, adding base or repeater stations as necessary.
10. Reduce lost and unaccounted-for water to below 14%.

Mission Statement:

The Department of Public Works exists to serve the public need through cost effective operations and quality service, while providing for enhanced public safety and quality of life for today and tomorrow.

11. Implement cross-connection and private well programs including modifications to Water Utility Ordinance Chapter 27.
12. Complete Wellhead Protection Program, including ordinance adoption.

CITY OF BELOIT

2013 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Storm Water Utility Operations.

Objective:

- Continue to manage the economic and environmental performance of the Storm Water Utility.
- Reduce storm water pollution to protect surface water bodies and groundwater supply.
- Comply with all State & Federal storm water regulations.
- Comply with Wisconsin Pollution Discharge Elimination System (WPDES) MS4 permit requirements.

Action Steps:

1. Partner with neighboring communities through the Rock River Stormwater Group to educate the citizens of the Rock River Watershed as to storm water pollution concerns.
2. Partner with citizens and community organizations to clean existing and reduce future pollution to the storm water conveyance system.
3. Detect and eliminate illicit discharges.
4. Administer the storm water pollution prevention program used at all municipal facilities.
5. Improve storm water conveyance system through effective preventative maintenance.
6. Televisе storm water conveyance system prior to street construction projects to assure system integrity.
7. Track construction site erosion control inspections and enforcement actions.
8. Monitor all City owned non-structural storm water facilities.
9. Monitor all major storm sewer outfalls.

Mission Statement:

The Department of Public Works exists to serve the public need through cost effective operations and quality service, while providing for enhanced public safety and quality of life for today and tomorrow.

CITY OF BELOIT

2013 STRATEGIC PLAN

Fire Department

2012 Strategic Goals:

1. Through all mitigation, preparedness, response, and recovery strategies continue communicating a plan for community risk reduction.
2. To maintain recruitment, retention, and career development programs that address community expectation and invests in our most valuable resource, our human resources.
3. To collaborate with critical regional partners on regional community risk reducing efforts.
4. Address increase service demands and citizen and employee safety concerns by recommending a fiscally responsible plan for adequate staffing levels which maintain basic community expectation.
5. Maintain the highest standard of care in emergency medical services through a continuous evolution of program evaluation and improvement.

Vision:

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

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.

CITY OF BELOIT

2013 STRATEGIC PLAN

Department: Fire

Fire Department Strategic Goal: 4 & 5

Division: Administration

City of Beloit Goal: 1 & 3

Program: Fire Department Staffing

Objective:

Increase minimum staffing by one full time equivalent to 15 per shift by March 2013.

Action Steps:

1. Applied for Staffing For Adequate Fire & Emergency Response Grant (SAFER) on 2/24/2012.
2. Renew Candidate Physical Ability Test (CPAT) certificates for candidates by September 2012 hiring window.
3. Upon notice of award, amend budget to include additional positions.
4. Seek authorization to hire for the positions.
5. Complete interview, back ground checks and final selection within 45 days of the award notification.
6. Make final offer to hire, seek Police & Fire Commission (PFC) approval of candidates, complete department orientation, and assign to shift.
7. Increase minimum staffing to 15.

Vision:

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

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.

CITY OF BELOIT

2013 STRATEGIC PLAN

Fire Department

Fire Department Strategic Goals: 1 & 3

Division: Prevention

City of Beloit Strategic Goals: 1 & 3

Program: Public Education

Objective:

Continue providing public education and prevention programs to the community to the extent that resources allow. Schedule public education program delivery to target locations such as large occupancy apartment facilities, elderly housing, childcare locations, and during Fire Prevention Week. Also, continue posting public service announcements periodically and when a problem area is identified.

Action Steps:

1. Develop 2013 fire prevention plan by December 2012.
2. Provide public education personnel with the resource required to meet Performance Measure by June 2012.
3. Complete and assign public education service announcement plan by January 2013.

Vision:

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

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.

Fire Department Strategic Goals: 1 & 3

Division: Prevention

City of Beloit Strategic Goals: 1 & 3

Program: Public Education

Objective:

Continue providing public education and prevention programs to the community to the extent that resources allow. Schedule public education program delivery to target locations such as large occupancy apartment facilities, elderly housing, childcare locations, and during Fire Prevention Week. Also, continue posting public service announcements periodically and when a problem area is identified.

Action Steps:

1. Develop 2013 fire prevention plan by December 2012.
2. Provide public education personnel with the resource required to meet Performance Measure by June 2012.
3. Complete and assign public education service announcement plan by January 2013.

CITY OF BELOIT

2013 STRATEGIC PLAN

Fire Department

Fire Department Strategic Goals: 1 & 3

Division: Fire & Rescue

City of Beloit Strategic Goals: 1 & 3

Program: Emergency Response

Objective:

To maintain core services, through continual program evaluation, and resource management.

Action Steps:

1. Evaluate all service variables by 12/2012.
2. Continuously prioritize what services can be provided based upon daily staffing levels throughout the year.
3. Evaluate budget impact of service reduction quarterly.
4. Make adjustment to the service delivery plan as resources allow.

Vision:

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

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.

Fire Department Strategic Goals: 1 & 3

Division: Fire & Rescue

City of Beloit Strategic Goals: 1 & 3

Program: Emergency Response

Objective:

Increase the City of Beloit's Fire Suppression Rating from 3 to 2.

Action Steps:

1. Evaluate the City of Beloit 2011 Insurance Service Organization (ISO) rating report to identify deficient ratings by 6/12.
2. Determine practicality and cost benefit of expending resources needed to address deficient issues by 12/12.
3. Determine a plan and process to address deficient issues by 1/13.
4. Begin process of resolving identified deficient issues by 6/13.
5. Request ISO reevaluation by 12/13.

Fire Department Strategic Goals: 1 & 3

Division: Fire & Rescue

City of Beloit Strategic Goals: 1 & 3

Program: Emergency Response

Objective:

Explore the feasibility of developing an Emergency Management Assistance Compact (EMAC) team.

Action Steps:

1. Explore infrastructure and cost responsibilities by 1/13.
2. Discuss deployment and response requirement
3. Identify pool of employees committed to training and deployment requirements by 2/13.
4. Create training, equipment, and deployment plan by 6/13.
5. Become deployment ready by 12/13.

CITY OF BELOIT

2013 STRATEGIC PLAN

Fire Department

Fire Department Strategic Goals: 4 & 5

Division: Ambulance

City of Beloit Strategic Goals: 1 & 3

Program: Ambulance Replacement and Bariatric Retrofit.

Objective:

Replace Ambulance 6206 with a bariatric ambulance by February of 2013.

Action Steps:

1. Define personnel costs to take ambulances to the location where they can be retrofitted by 3/2013.
2. Define costs to retrofit 2 ambulances with the equipment to be used as bariatric ambulances by the end of 3/2013.
3. Define costs of the specialized bariatric patient cots that need to be purchased for this project by 3/2013.

Vision:

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

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.

Fire Department Strategic Goals: 4 & 5

Division: Ambulance

City of Beloit Strategic Goals: 1 & 3

Program: Upgrading service level for inter-facility transfers.

Objectives:

Develop and implement an action plan for upgrading the service level for inter-facility transfers.

Action Steps:

1. Study benefits of service upgrade to the Critical Care Emergency Transport Program (CC-EMTP) level by 10/2013
2. Study the impact on the bargaining unit agreement by 10/2013.
3. Define strategic expectations and costs for expansion of the level of care to the critical care paramedic level by 12/2013.
4. Define reimbursement rates to the ambulance fund for Critical Care transfers.

CITY OF BELOIT

2013 STRATEGIC PLAN

Police Department

Department: Police

City of Beloit Strategic Goal: 3

Program: Administration

Objective: Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA) Accreditation.

- All files updated to current CALEA standards
- All files reviewed for adequate proofs of compliance

Action Steps:

1. Prepare and maintain files.
2. Early 2013 multi-week maintenance effort.

Mission Statement:

The Beloit Police Department celebrates its committed service to the community through a skilled, determined, and diverse workforce.

CITY OF BELOIT

2013 STRATEGIC PLAN

Police Department

Department: Police

City of Beloit Strategic Goal: 3

Program: Patrol Division

Objective:

Maintain/Lower Crash Rate.

- Operating While Intoxicated (OWI) Enforcement
- Time/Date/Place Targeted Speed Enforcement

Action Steps:

1. Use city crash data along with complaints from citizens, and officer observation, to choose targeted locations for increased enforcement of traffic laws by the area officer.
2. Participate with Wisconsin Department of Transportation crash reduction grant programs offering funding for overtime officer enforcement of traffic laws related to speeding or impaired driving.

Mission Statement:

The Beloit Police Department celebrates its committed service to the community through a skilled, determined, and diverse workforce.

CITY OF BELOIT

2013 STRATEGIC PLAN

Police Department

Department: Police

City of Beloit Strategic Goal: 3

Program: Detective Bureau

Objective: Drug and Gang Enforcement.

- Drug Related Search Warrants
- Contraband seized
- Intelligence Gathering / Community Education

Action Steps:

1. Create intelligence needed to coordinate department resources against the activities of gang members.
2. Develop probable cause for search warrants on targeted residents.
3. Participate with FBI Safe Street Task Force.
4. Participate in community education programs pertaining to drug and gang prevention education.

Mission Statement:

The Beloit Police Department celebrates its committed service to the community through a skilled, determined, and diverse workforce.

Department: Police

City of Beloit Strategic Goal: 3

Program: Patrol Division / Detective Bureau

Objective: Detection of Crime Related Guns and Disruption of Gang Activity.

- Weapons seizures
- Gang member warrants served

Action Steps:

1. Create intelligence data base needed to coordinate department resources against the criminal activities of people in the community.
2. Coordinate between the drug and gang unit and detective bureau the warrant service of gang members.

Department: Police

City of Beloit Recommended Strategic Goal: 3

Program: Support Services

Performance Objective: Improve internal communication of policies, training, intelligence and their storage

Action Steps:

1. Study software capable of maintaining files for CALEA
2. Study software capable of maintaining file for training
3. Study software capable of maintaining and disseminating intelligence
4. Purchase, install and train for new systems

CITY OF BELOIT

2013 STRATEGIC PLAN

Community Development Department

Department: Community Development

City of Beloit Strategic Goal: 5

Program: Planning Services: Comprehensive Plan Review and Update

Objective:

To ensure that the Comprehensive Plan reflects the goals and objectives of the City of Beloit. Review the Comprehensive Plan and recommend updates to the Plan Commission and City Council.

Action Steps:

1. Review the Comprehensive Plan and the Future Land Use Plan in particular to ensure that it reflects the City's current goals and objectives.
2. Identify any proposed changes and present to the Plan Commission.
3. If changes are endorsed by the Plan Commission, notify the adjacent municipalities and stakeholders in our community.
4. Present proposed amendments to the City Council for their consideration.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

Department: Community Development

City of Beloit Strategic Goal: 5

Program: Planning Services: Land Use Planning and Regulation

Objective:

To promote and protect public health, safety, comfort, convenience, and welfare of existing and future residents of the City. Review and approve all development and redevelopment against the City's land use plans and ordinances, and coordinate Plan Commission, City Council, Board of Appeals, and Landmarks Commission review of applicable projects.

Action Steps:

1. Review and approve all industrial, commercial, institutional, and multi-family residential developments and alterations.
2. Prepare Agendas, Minutes, and Staff Reports for Plan Commission, Landmarks Commission, and Board of Appeals meetings.
3. Prepare reports to the City Council, along with Resolutions and Ordinances pertaining to land use actions.
4. Initiate and resolve enforcement actions dealing with violations of land use ordinances.
5. Communicate with citizens, businesses, property owners, developers, and others regarding land use and development questions and concerns.

Department: Community Development

City of Beloit Strategic Goal: 5

Program: Building Services: Building Inspection and Permit Issuance

Objective:

To promote public health & safety while stabilizing and increasing property values through the regulation and inspection of new buildings, building additions, building alterations, and other miscellaneous projects.

Action Steps:

1. Review and approve applications for Building, Plumbing, Electrical, HVAC, Fence, and other permits.
2. Inspect building projects as necessary to ensure compliance with applicable building codes.
3. Monitor neighborhoods for unauthorized work and initiate enforcement actions as necessary.
4. Communicate with citizens and contractors regarding building permit and code questions.

CITY OF BELOIT

2013 STRATEGIC PLAN

Community Development Department

Department: Community Development

City of Beloit Strategic Goal: 5

Program: Systematic City-wide Code Enforcement and Rental Inspection Program

Objective:

Systematically inspect properties on a City-wide basis and 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. Track inspections using the MUNIS system.
4. Assign rental inspections to the appropriate inspector.
5. Complete interior rental inspections and track inspections using the MUNIS system.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

Department: Community Development

City of Beloit Strategic Goal: 5

Program: Neighborhood Stabilization Program

Objective:

Administer the Neighborhood Stabilization Program to meet program goals set by the state and federal governments. Reduce the number of vacant foreclosed homes in the hardest hit neighborhoods.

Action Steps:

1. Use Neighborhood Stabilization Program funds to purchase, remodel and sell foreclosed properties to households earning 120 percent or less of county median income.
2. Demolish properties that are beyond repair.
3. Work with the City of Janesville, Neighborhood Housing Services and Family Services to implement the grant.

Department: Community Development

City of Beloit Strategic Goal: 1 and 5

Program: Neighborhood Revitalization

Objective:

Work with NHS, Community Action, and the neighborhood groups to revitalize our existing Central City neighborhoods. Provide housing rehabilitation loans in our older neighborhoods.

Action Steps:

1. Partner with Community Action on issues in the Merrill Neighborhood where they are rehabbing houses.
2. Partner with NHS on efforts in the Westside, Shore Drive, Merrill and Beloit College neighborhoods.
3. Provide rehab loans in the City's neighborhoods.

Department: Community Development

City of Beloit Strategic Goal: 1 and 5

Program: Lead Hazard Reduction Grant

Objective:

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

Action Steps:

1. Work with the City of Janesville, Rock County and the State of Wisconsin Department of Health Services to implement the grant.
2. Work with the Rock County Health Department to address lead poisoning issues at residences where 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 Strategic Goal: 5

Program: Neighborhood Redevelopment

Objective:

Promote redevelopment of City-owned and other vacant lots in the City of Beloit. 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 or expanding their lot.
3. Purchase properties from Rock County during the tax foreclosure process in September, 2013.

CITY OF BELOIT

2013 STRATEGIC PLAN

Department: Community Development

City of Beloit Strategic Goal: 5

Program: Fair Housing

Objective:

Work with Equal Opportunities and Human Relation Commission to review fair housing cases and provide fair housing education to lenders, realtors, landlords, and residents.

Action Steps:

1. Hold quarterly training sessions on fair housing.
2. Review and update the Fair Housing brochure and post brochures at numerous locations in the City.
3. Continue to address issues and strategies identified in the Analysis of Impediments to Fair Housing.
4. Enforce the fair housing ordinance.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

Department: Community Development

City of Beloit Strategic Goal: 1 and 5

Program: Community Development Block Grant (CDBG)

Objective:

Provide the City and local agencies with funds to help meet the needs of low- and moderate-income residents and eliminate slums and blight.

Action Steps:

1. Prepare CDBG contracts for agencies which were awarded funds for 2013.
2. Administer the CDBG program for 2013.
3. Hold a public application and planning process for 2014 funds.
4. Prepare the Annual Plan for submission to HUD.
5. Continue to address issues and strategies identified in the City's Consolidated Plan.
6. Submit the Annual Plan and CDBG Budget to HUD by November 15.

Department: Community Development

City of Beloit Strategic Goal: 1 and 5

Program: HOME Investment Partnership Program (HOME)

Objective:

Provide affordable housing options to the City's low and moderate-income households.

Action Steps:

1. Prepare HOME contracts with the Community Housing Development Organizations (CHDOs) receiving HOME funds in 2013.
2. Work with CHDOS to ensure funds are expended.
3. Administer the Housing Rehab loan program.
4. Budget funding for 2014 programs that increase the availability of or accessibility to affordable housing in the City of Beloit.
5. Submit information to Janesville for the Annual Plan for submission to HUD.

CITY OF BELOIT

2013 STRATEGIC PLAN

Community Development Department

Department: Beloit Housing Authority

City of Beloit Strategic Goal: 4

Program: Section 8 Family Self-Sufficiency Program

Objective:

Continue to service and continue to graduate successful applicants while maintaining an effective Section 8 Family Self-Sufficiency (FSS) Program

Action Steps:

1. Apply for 2012 Family Self-Sufficiency Coordinator Grant.
2. Ongoing case management for current and future FSS participants.
3. Continue to develop networks with agencies and businesses in Beloit, Janesville, and Rock County.
4. Ongoing staff development and training. Ongoing workshops and seminars for participants.
5. Continue to market program to agencies, participants, applicants, and businesses.
6. Increase participant involvement in decisions relating to program services and seminars.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

Department: Beloit Housing Authority

City of Beloit Strategic Goal: 4

Program: Section 8 Homeownership Program

Objective:

Continue and broaden Section 8 Homeownership Program as part of above Family Self Sufficiency grant and separately for those residents who wish to participate through December 31, 2013.

Action Steps:

1. Continue to train staff on Housing Choice Voucher Homeownership Program.
2. Provide on-going training for FSS Coordinator.
3. Continue to develop partnerships with local banks for financing of homes.
4. Continue to partner with Neighborhood Housing Services (NHS) to provide homeownership classes.
5. Update marketing material.
6. Support program with continued staffing and training.

Department: Beloit Housing Authority

City of Beloit Strategic Goal: 1

Program: Public Housing Rehab Projects

Objective:

To provide energy-efficient dwellings and appliances to Public Housing residents. To improve the aesthetics and values of the neighborhoods where Public Housing is located.

Action Steps:

1. Complete the landscaping, sidewalks and driveways in the Beloit Apartment Redevelopment Phase 1 project by July 2012.
2. Complete the Beloit Apartment Redevelopment Phase 2 project as scheduled through September of 2012.
3. Implement an Inspection Schedule to monitor the interior and exterior conditions of the newly rehabbed/constructed units.
4. Implement a pro-active maintenance schedule to maintain the interiors and exteriors of the units.

Department: Beloit Housing Authority

City of Beloit Strategic Goal: 4

Program: Tenant Resource and Referral

Objective:

To network with other service agencies to set agency standards in order to provide services which are comprehensive and culturally competent.

Action Steps:

1. Continue attending the Beloit LIHF Collaborative meetings.
2. Continue participation on the Pathways Oversight Committee Board of Directors.
3. Disseminate useful information to tenants regarding available services, employment opportunities, and educational opportunities.
4. Partner with other Collaborative agencies to sponsor events and seek to secure funding for programming that enhances the lives of PH tenants and Section 8 participants.
5. Conduct Focus Group discussions with community residents to assess needs.
6. Work with Collaborative to write a Community Action Plan to address identified needs.
7. Refer tenants and participants to Collaborative agencies when appropriate.

CITY OF BELOIT

2013 STRATEGIC PLAN

Beloit Public Library

Department: Library

City of Beloit Strategic Goal:

Service Response: Connecting to the Online World: Public Internet Access

Objectives:

- Beloit Public Library cardholders and guests will have access to high-speed internet and up-to-date technologies.
- Library customers will receive necessary assistance and appropriate training for navigating the Internet and utilizing technology.
- Online Library resources will be invaluable tools for library customers, both internally, and externally.

Action Steps:

1. Implement an updated computer replacement plan, as well as a software replacement plan.
2. Customize computer desktops in the 3 areas of public internet access for the intended users.
3. Update the Library website to improve functionality and form, including a mobile site and app.
4. Pursue a RockCat app, as well as next-gen cataloging technologies and additional record access points.
5. Implement intentional and focused marketing featuring Library technologies, including access, programs/educational opportunities, and resources.
6. Implement programming on digital/online resources.

Mission Statement:

Improve the quality of life in our community by providing resources and services that stimulate lifelong personal enrichment, enjoyment, reading, and learning.

Department: Library

City of Beloit Strategic Goal:

Service Response: Create Young Readers: Emergent Literacy

Objectives:

- Young children and their caregivers will have access to resources designed to encourage the development of emergent literacy.
- The Beloit Public Library will provide age-appropriate programming designed to encourage the development of early literacy skills in young children.

Action Steps:

1. Increase the book/audio book kit collection.
2. Expand parenting collection to include materials designed to assist parents in developing emergent literacy skills in their children.
3. Create bibliographies guiding parents and young children to developmentally appropriate materials.
4. Develop new and further explore existing partnerships with community agencies such as medical facilities, daycares, and preschools.
5. Utilize programs, such as story time, to teach parents techniques to use with their children to encourage the development of pre-reading skills.
6. Implement intentional and focused marketing featuring Library programs for young children and families.

Department: Library

City of Beloit Strategic Goal:

Service Response: Adult and Teen Literacy

Objectives:

- Adults and teens in Beloit will have easy access to print and electronic materials to aid them in reaching their personal literacy goals.
- Adults and teens with limited English skills will be able to utilize library resources to improve their English proficiency.
- Adults and teens will have opportunities to participate in literacy-related programming.

Action Steps:

1. Offer General Education Development (GED) guidance programs in conjunction with community agencies.
2. Provide easy access to English language learning materials, including appropriate signage.
3. Partner with Beloit College to offer English as second language (ESL) students an opportunity to practice conversational English in a comfortable setting.
4. Work with community agencies to coordinate mutually beneficial programs, such as tutoring, and tours/programs in Spanish.
5. Research and utilize non-traditional means, such as gaming and media, to encourage and promote teen literacy.
6. Annually, provide programs for adults to address related concerns, such as computer literacy, information fluency, and basic citizen education.
7. Pursue a partnership with School District of Beloit to coordinate and promote library resources, reading incentives, and teen programming.
8. Implement intentional and focused marketing featuring Library programs related to adult and teen literacy.

Department: Library

City of Beloit Strategic Goal:

Service Response: Make Career Choices: Job and Career Development

Objectives:

- Adults and teens will have access to career related materials and resources.
- Adults and teens will have access and necessary computer training/assistance for resume development, job searching, and online applications.
- The Beloit Public Library will work with community agencies to offer unique, job and career-related opportunities to library customers.

Action Steps:

1. Create a career center including a collection of materials for career research/job seekers, promotions, ads, etc. Offer applicable technologies: copier, fax, scanner, access to computers, etc.
2. Develop a job-seekers webpage that offers links to programs and websites that are career-related; create a short-cut desktop icon on all public internet computer stations.
3. Promote existing databases and research additional resources.
4. Install resume-building software on public internet computers and utilize the computer lab to offer additional resume-building classes.
5. Improve the quality and consistency of assistance available to customers using public internet stations.
6. Continue to pursue and utilize Library Services and Technology Act (LSTA) funding for public computer classes.
7. Respond to citizen concerns about traveling to Janesville to utilize the Job Center by pursuing an on-site relationship, allowing local customers to access valuable job searching resources in Beloit.
8. Implement intentional and focused marketing featuring Library programs and services related to job searching and career development.

Department: Library

City of Beloit Strategic Goal:

Service Response: Make Informed Decisions & Satisfy Curiosity: Health, Wealth, Life Choices & Lifelong Learning

Objectives:

- Residents will have access to reliable information and guest lecturers to help make life decisions.
- Residents will find resources and opportunities to help them explore topics of personal interest.

Action Steps:

1. Develop and implement a collection management plan to guide librarians in their collection development work, ensuring the Library maintains a diverse and applicable collection.
2. Annually, provide at least 2 educational/wellness programs for adults per month. Programs will be planned and promoted in a time-frame appropriate for marketing.
3. Utilize displays to feature library materials and promote national celebrations, such as Money Smart Week.
4. Utilize the display spaces in the front lobby to promote library programs or collections and to encourage customers to explore their personal interests.
5. Annually, host a series of programs for adults and teens on specific topics, such as financial literacy, new technologies, social media, health and wellness, current topics, etc.
6. Revitalize the Teen Advisory Board and work with this group to provide teen-friendly programs of high interest.
7. Expand existing displays and book discussions, utilizing technologies such as blogs and Skype to broaden opportunities for participation.
8. Evaluate the quality and attendance of children's programs, as well as customer satisfaction.
(2012) Implement appropriate changes in an effort to increase program attendance by 10%.
(2013+)
9. Implement a well-organized planning and marketing strategy for reaching intended audiences for adult, teen, and youth programs.

CITY OF BELOIT

2013 STRATEGIC PLAN

Economic Development Department

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Participate in the countywide formal Business Retention & Expansion Program.

Objective:

Conduct BRE interviews. Constantly update master list of major employers and track BRE calls.

Action Step:

1. Conduct two calls each month in the Greater Beloit area.

Mission Statement:

To improve the economic vitality of the City of Beloit in order to build a better quality of life for all its citizens.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Effectively utilize all local, state and federal incentives to leverage private investment and job retention/creation.

Objective:

Create, Implement, Manage, and Evaluate Tax Incremental Finance Districts. 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 guidelines.
3. Submit to Council and overlying districts required audit reports.
4. Develop a strategy to enhance the performance of underperforming TID's.

Department: Economic Development

City of Beloit 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.

Objective:

Enhance communication between Vision Beloit partners. All Vision Beloit partners coordinating activities, avoiding redundancies.

Action Steps:

1. Continue to serve as Executive Director of the Greater Beloit Economic Development Corporation (GBEDC).
2. Attend Downtown Beloit Association (DBA) Board Meetings and events.
3. Attend Beloit Fine Arts Incubator (BFAI) Board Meetings and events.
4. Attend Chamber Board Meetings and events.
5. Attend Visit Beloit Board Meetings and events.
6. Continue to co-locate offices with other partner organizations at the Vision Beloit.
7. Meet monthly with Vision Beloit partners to review and update GBEDC's Strategic Plan.

Department: Economic Development

City of Beloit 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.

Objective:

Continue to leverage the advantages of collaborating with regional economic development partners. City of Beloit is able to fully access the resources provided by participating with regional economic development collaborations.

Action Steps:

1. Participate in Rock County 5.0 (fundraising and program implementation)
2. Participate in Rock County Development Alliance (implementation of ED strategies)
3. Participate in Tri-State Alliance (WI, IL and IA transportation infrastructure advocacy)
4. Participate in Thrive (Madison-based, 8-county regional economic development organization)
5. Participate in I-39 Logistics Corridor (Bi-State cooperative marketing effort)

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective:

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

Action Steps:

1. Gather and report data on tax base growth.
2. Gather and report data on number of jobs created/retained.
3. Gather and report data on number of development agreements entered into.
4. Gather and report data on net increase of new commercial and industrial square footage.
5. Gather and report data on Request for Proposal (RFP) activity.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective:

Maintain the ability to respond rapidly to site selection RFP's. 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 Director's absence.
3. Coordinate RFP process with major ED partners such as Mooney Lasage Group (MLG) and Hendrick's Commercial Properties (HCP), etc.
4. Continue to provide staff with the ability to make "in field decisions" on incentive packages.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective:

Promote Development in the Gateway project area. 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 Gateway Development Opportunity Zone (DOZ) tax credit incentive program.
5. Respond to all prospect information requests.
6. Package incentives according to policies and resources.
7. Assisting with efforts to develop single and multi-family housing.
8. Complete virtual buildings project.
9. Promote the park's "shovel ready certification".

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective:

Continue to market remaining property in the Willowbrook and I-90 Industrial Park. 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 Community Development Zones (CDZ) tax credit incentive program.
4. Respond to all prospect information requests.
5. Package incentives according to policies and resources.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective:

Consider enhancing the Choose Beloit Initiative. New and existing employees of area companies are aware of Beloit quality of life and housing opportunities.

Action Steps:

1. Finalize the development of initiative.
2. Identify partners and fund program.
3. Launch initiative.
4. Measure results.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective:

Implement Milwaukee Road Gateway and Fourth Street Corridor First Impressions Projects. Initial projects budgeted in the CIP and implemented in 2013-2017.

Action Steps:

1. Identify projects.
2. Budget for projects.
3. Construct improvements.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Proactive Marketing

Objective:

Continue a proactive marketing campaign via Rock County 5.0 and GBEDC.

Action Steps:

1. Continue to use the comprehensive marketing campaign.
2. Attend and participate in appropriate trade shows.
3. Attend quarterly Chicago broker/site selector contact visits.
4. Target market to selected industry clusters.

Department: Economic Development

City of Beloit Strategic Goal: 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.

Objective:

Initiate and manage an aggressive, proactive and targeted downtown business recruitment program.

Number of new businesses locating in Downtown Beloit.

Action Steps:

1. Canvas the region for new business candidates.
2. Match needs of candidates with existing vacant properties.
3. Continue to market properties for lease and sale.
4. Explore developing a new marketing campaign.
5. Implement the CRTS software tracking program for small business retention.

Department: Economic Development

City of Beloit Strategic Goal: 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.

Objective:

Take advantage of the opportunities created by the Phoenix Building project.

Action Steps:

1. Provide technical support to Phoenix building developer to assist in tenant selection.
2. Market commercial/housing opportunities.

Department: Economic Development

City of Beloit Strategic Goal: 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.

Objective:

Find an appropriate use of the vacated 300 West Grand property.

Action Steps:

1. Refer to Downtown Redevelopment Plan.
2. Determine potential partners and investors.

CITY OF BELOIT

2013 STRATEGIC PLAN

City Attorney

Department: City Attorney

City of Beloit Strategic Goal: 1

Program: Legal Services

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.

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.

Mission Statement:

Providing creative and effective legal services which protect the City's assets and facilitate the City's commitment to continue its resurgence as the gem of the Rock River.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk - Records and Elections

Objective:

Administer 2 elections in 2013 through successful use of equipment, procedures, and training in order to ensure continued voter confidence and voter satisfaction in the election process.

Action Steps:

1. Enter and update voter records in the Statewide Voter Registration System (SVRS) including new registrants, those who have moved or changed their names, those who are deceased or felons, and those who voted on any given election day.
2. Continue to use the SVRS absentee module in addition to the rest of the program.
3. Take additional SVRS training on reports and use those reports for statistical purposes.
4. Send correspondence to voters regarding their voter registration status and proper completion of registration applications.
5. Process absentee ballot requests both via mail and in person; train Special Voting Deputies, and process absentee ballots voted at local nursing homes.
6. Prior to each election, order ballots, prepare and print poll books, prepare and print voter lists, and prepare and pack numerous materials for the nine polling places.
7. Prepare and publish all public notices as required by law.
8. Prior to each election, test 19 machines – nine Optechs, nine Automarks, and one Optech modem.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

9. Work in concert with DPW employees to ensure safe and secure delivery of all materials to the nine polling places.
10. Write numerous training documents and train up to 150 election inspectors prior to each election regarding the latest law changes and security requirements, as well updates to internal procedures.
11. Maintain all training records and submit to Government Accountability Board.
12. Continue to work closely with Beloit School District, area churches, the Beloit Historical Society, and the Beloit Public Library to provide safe environments for election inspectors and voters.
13. Conduct numerous voter registration training sessions for area groups and citizens.
14. Clerk continues to serve as member of Government Accountability Board task forces regarding election administration.
15. Prepare information packets for persons interested in running for City Council and act as a resource for interpretation of state election laws and procedures.
16. Review nomination papers of candidates, certify ballot status and assist candidates with proper filing requirements and obligations.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk - Licensing and Permitting

Objective:

Administer issuance of various licenses according to City Ordinances and ensure that application information is current and clearly understood in order to assist applicants with successful and timely completion.

Action Steps:

1. Mail and/or otherwise distribute all annual renewal applications for alcohol, tobacco, jewelry store, secondhand dealer, solid waste collectors, fireworks, tree trimmers, and other miscellaneous permit and license applications by mid-March.
2. Process all of the above to ensure renewals are fully completed and paid for by June 30.
3. Ensure that all information presented to customers is accurate and updated, following latest changes to state laws and city ordinances.
4. Explain, accept, process, and issue numerous Temporary Alcohol Retailers Licenses for special events held each year. Work closely with Department of Revenue and City Attorney's Office for interpretations of various licensing scenarios.
5. Staff the Alcohol Beverage License Control Committee monthly, prepare agendas, packets, and minutes and act as a resource.
6. Coordinate inspections of all licensed premises, process check sheets sent to Treasury, Municipal Court, and other city operations for approval.
7. Follow up on state requirements for Sellers permits, payments of wholesaler's invoices, submission of lists of licensed operators to the state and to the Police Department.
8. Coordinate processing of new operators/bartenders licenses. All operators licenses will be renewed in 2013.
9. Continually meet with other City Department representatives, such as City Attorney, Police, and Community Development to ensure compliance with appropriate laws and discuss ways to assist licensees.
10. Provide information to residents and applicants regarding outdoor vending and door-to-door sales licenses. Process applications, and issue licenses after Police Department review and approval.
11. Coordinate with the Planning Division to issue Wireless Communication Licenses annually.
12. Review the compatibilities of the MUNIS permitting/licensing module to determine if it meets the varied needs of our office. If the program is found to meet these needs, work to transition to MUNIS for licensing for the 2013-2014 year.

Department: Finance & Administration
City of Beloit Strategic Goals: 1 & 3
Program: City Clerk - Meetings and Agendas

Objective:

Coordinate City Council Meeting process effectively and efficiently.

Action Steps:

1. Prepare, organize, discuss, and electronically post the City Council Packet to the City's website prior to each meeting. Distribute information via email, fax and internet.
2. Update the City's Website as necessary with meeting, packet and/or Councilor information.
3. Interact and communicate with all Department and Division Directors in order to publish the most accurate and correct packet possible.
4. Create and publish City Council minutes and agendas in a timely and professional manner.
5. Possess, file, and safeguard official City Council Records, using both paper filing systems and electronic document imaging.
6. Assist the public and city staff with research of City Council records.
7. After conducting a Campaign Finance class for potential councilors, assist the newly elected Councilors with campaign finance information and interpretation of ordinances.
8. Assist the Councilors with meeting management issues and parliamentary procedure questions.
9. Assist the Council President with meeting management and act as a resource of information during the meeting.
10. Assist other boards, committees and commissions with meeting management issues as they arise, by attending meetings, reviewing agendas and minutes and addressing staff concerns and Open Meetings questions.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk - Property Records

Objective:

Coordinate annual property assessment Board of Review and verify all appeals are filed correctly and all notices sent upon completion.

Action Steps:

1. Work in cooperation with City Assessor's office on setting dates for annual Board.
2. Compile information for citizens to enable them to file appeals correctly; explain how the Board works.
3. Publish and post the required notices.
4. Ensure members have taken the mandated training and/or train them, and file affidavits with Department of Revenue.
5. Staff and record the hearings; prepare minutes; prepare Determination Notices; prepare final documents.
6. Safely file all documents as required by law.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk - Public Service

Objective:

Act as a source of public information and complete numerous and varied projects. Satisfy citizen and staff requests immediately or as soon as practicable; follow City Ordinances regarding various filings.

Action Steps:

1. Answer main and secondary phone lines into City Hall, fulfilling citizen inquiries on the spot. Many of these inquiries are not for the City of Beloit, but for various city, county, state, public and private concerns.
2. Publish City's Official Information Directory up to twice each year, updating the document changes to committees, City Council, City staff and City operations.
3. Act as resource of public information at the main counter; provide support for the City's Volunteer Greeter Program.
4. Prepare and administer Oaths of Office for all appointees to City Boards and Committees, Police and Fire Officers and Election Officials, as well as elected officials.
5. Prepare, send, process, and file all of the Statements of Economic Interest from City officers, employees, and Board and Committee members annually.
6. Update the City's website with information regarding the City Council, City Clerk, Boards and Committees, Elections and Licensing pages.
7. Maintain the City's Code of General Ordinances. Following enactment by City Council, arrange for incorporation of new Ordinances into the Municipal Code, post on internet, send to various departments, and answer numerous questions from citizens and staff.
8. Maintain files of various official documents including contracts, agreements, deeds, easements, vehicle titles, oaths, historic City Council records, resolutions and ordinances and perform research as requested.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk - Records and Elections

Objective:

Educate and Inform Staff, Public, and Election Workers regarding continuous changes to Wisconsin Election Administration Laws. Successfully educate Clerk and Staff, election workers, and the public regarding changes to election laws regarding voter registration and identification prior to and during the 2013 election cycle.

Action Steps:

1. Attend training, seminars, and webinars through the Government Accountability Board and Wisconsin Municipal Clerks Association regarding new Election Administration Laws.
2. Work with the County Clerk's office on training materials and possible County-wide training and education sessions.
3. Determine the impact of the election law change to our local processes and continue to re-train staff and up to 175 Election Workers and Special Registration Deputies.
4. Update all informational brochures and documents to include new and accurate residency, registration, and identification requirements.
5. Work with the Beloit Daily News and Shopping News to publish articles and advertisements to inform residents of any new voting and registration requirements.
6. Publish numerous press releases to inform and educate voters.
7. Update the City's website to include information about these changes continually.
8. Work with the League of Women Voters to ensure all populations are educated about laws and requirements.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk - Records and Elections

Objective:

Investigate various options and purchase a new voting machine in late 2013.

Action Steps:

1. During 2012, contact various election machine vendors for preliminary information.
2. Discuss options regarding machines certified for use in Wisconsin.
3. Work directly with Rock Co. Clerk regarding countywide purchasing project.
4. Meet with vendors for demonstrations.
5. Visit several municipalities to discuss pros and cons of various machines with clerks already using them.
6. Make decision for purchase in 2013 after the election cycle.
7. Conduct training for election officials and the public post-purchase and prior to 2014 election cycle.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Municipal Court - Delinquent Fine Collections

Objective:

Continue to increase and refine collections of delinquent parking, traffic, and code violation fines and forfeitures.

Action Steps:

1. Continue to certify traffic and code violation fines on Tax Intercept software.
2. Continue all other collection efforts such as payment plans, commitments, and driver's license suspensions.
3. To continue to build the tax certification base on delinquent parking tickets.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goal: 4

Program: Assessor's Office - Property Assessments

Objective:

Enhance our database to support functions such as Economic Development, Fire Inspection, Refuse Collection, Geographic Information Systems (GIS), and the Tax Collection process.

Action Steps:

1. Annually update value and property data available in the Computer Assisted Mass Appraisal (CAMA) database.
2. Replace the old scanned in photos with updated digital photos.
3. Annually update the residential sketching and picture program to enhance view on all property record cards.
4. Review all property sales with interior inspections for the annual update of the assessment-pricing model.
5. Provide assessment information and tax estimates to economic development and other parties as requested.
6. Edit imported sketches.
7. Update Marshall & Swift with sketch information.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Assessor's Office - Property Assessments

Objective:

Improve customer service by exhibiting excellent public relations and inform citizens.

Action Steps:

1. Provide open records access to all our property records on the City of Beloit webpage.
2. Use website to provide taxpayers with general information about the annual revaluation.
3. Build an interactive appeal form for use on the web, allowing property owners to request their assessment be reviewed electronically.
4. Will provide information with the determination notices regarding the information provided and avenues of further appeal.
5. Continue to take a proactive posture to enhance public support of our mission.
6. Conduct Board of Review according to Statute in cooperation with the City Clerk's office.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Assessor's Office - Property Assessments

Objective:

Update 2013 assessments while maintaining standards outlined by Wisconsin State Statutes and completing the 2013 assessments within the statutory time period.

Action Steps:

1. Follow statutory dates regarding the assessment process.
2. Continue to contract for assessor of record duties.
3. Update assessments based on Wisconsin Department of Revenue *Property Assessment Manual* standards.
4. Mail assessment notices in compliance with statutory guidelines.
5. Complete necessary state reports by their deadline.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Assessor's Office - Property Assessments

Objective:

Update CAMA software.

Action Steps:

1. Continue to work with Devnet on upgrades and updates to make the software more efficient.
2. Enhance our processes with the features within the software.
3. Work with Devnet to ensure software complies with Wisconsin Statutes, state forms and reports.
4. Work with Devnet on state mandates for assessment roll and property characteristic exports.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Assessor's Office - Property Assessments

Objective:

Meet or exceed all applicable International Association of Assessing Officers (IAAO) Assessment Administration Standards.

Action Steps:

1. Distribute IAAO standards to appropriate staff according to their area of responsibility
2. Implement new work procedures into 2013 work plan
3. Measure performance and compare to IAAO standards
4. Report on the outcomes and achievement

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Assessor's Office - Property Assessments

Objective:

Implement the Mass Appraisal Report as required by Department of Revenue
Uniform Standards of Professional Appraisal Practice (USPAP)

Action Steps:

1. Maintain all data required for reporting.
2. Promote and maintain the public trust.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Assessor's Office - Property Assessments

Objective:

Develop a process & procedure manual to identify and document assessment functions.

Action Steps:

1. Staff will identify the various assessment functions of their responsibility.
2. Document the steps taken for each function.
3. Review each process, seeking more efficient and effective ways to accomplish tasks.
4. Assemble processes into a single document that can be passed along to any new staff.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 4

Program: Human Resources - Recruit and retain personnel.

Objective:

Develop a comprehensive compensation study and pay plan with the inclusion of non-represented position and former AFSCME represented positions.

Action Steps:

1. Complete a comprehensive review of organizational capacity and current jobs to establish competitive pay ranges and maintain internal equity.
2. Recommend needed changes and implementation options within available resources.
3. Obtain training on new/updated compensation and pay plan for human resource staff and key employees to maintain the plan.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: Human Resources - Staff Development and Training

Objective:

Administer and protect City resources.

Revise and update the non-represented employee evaluation program.

Action Steps:

1. Develop recommendations for a new evaluation program that align with the goals and objectives of the new non-represented pay plan.
2. Train supervisors and employees on the new evaluation program prior to implementation.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Treasury - Delinquent account collections

Objective:

Monitoring of all outstanding debts owed to City by improving delinquent account collections and increase revenue.

Action Steps:

1. Monthly review of all delinquent invoices and/or charges due to the City.
2. Monthly review all South Beloit sewer utility accounts for possible submission to the collection agency.
3. Monthly submittal of delinquent South Beloit accounts to South Beloit City Clerk to ensure receipt of monies owed City should property transfer and/or be sold.
4. Monthly review of aging reports with Divisions/Department heads to determine collectible, doubtful to collect and/or write offs balances.
5. Continue to work with collection agencies (H.E. Stark and Associated) on accounts flagged for collection and update any pertinent information to maximize collection efforts.
6. Continue to work with the Townships and the South Beloit City Clerk to obtain data collection information for our utility accounts (new, deleted, name changes and/or annexed parcel, etc).

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Treasury - Improving Internal Cash Controls

Objective:

Monitoring of cash control procedures of all locations receipting or handling cash by conducting regular audits at each cash handling location.

Action Steps:

1. Conduct random audits in all areas of the City that handle cash to ensure compliance with City policy.
2. Conduct training and update cash handlers on any new procedures and/or cash handling practices.
3. Continue to review the City's internal control framework to ensure that cash handling processes and procedures are providing the proper control environment.
4. Continue to enforce compliance with the City's Cash Handling Policy.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Accounting/Purchasing - Annual Audit and Financial Statements

Objective:

Maintain an accurate and timely yearly financial audit for City operations, Utilities, Single Audit, TIF's and BID (Business Improvement District) and prepare annual financial report in conformance with Government Finance Officer's Association (GFOA) and Governmental Accounting Standards Board (GASB) by prescribed due dates.

Action Steps:

1. Prepare all necessary documents by April 1, 2013. Complete 2012 audit by June 30, 2013.
2. Continue to participate in Government Finance Officer's Association Certificate of Achievement for Excellence in Financial Reporting Program for the Comprehensive Annual Financial Report.
3. Encourage and support staff development and training with emphasis on improved customer service, operational efficiency, and budget restraint.
4. Continue to examine and evaluate the City's internal control framework to ensure proper procedures are in place to safeguard the City's assets and provide assurance of the integrity of the accounting and financial reporting systems.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Accounting/Purchasing - Staff Training

Objective:

Increase knowledge and improve productivity of internal staff regarding the MUNIS financial system.

Action Steps:

1. Conduct three group-training sessions.
2. Conduct individualized training sessions by department as requested.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administrative Services

City of Beloit Strategic Goals: 1&3

Program: Finance Administration - Budget/CIP Preparation and Control

Objective:

Prepare the annual operating budget in accordance with Wisconsin State Statutes and guidelines established by the National Advisory Council on State and Local Government Budgeting ensuring that the budget document meets the necessary criteria to qualify for the Government Finance Officer's Distinguished Budget Presentation Award. Prepare the annual capital budget and the 5-year Capital Improvement Plan based on City's need for infrastructure improvements and capital equipment to serve the community, meet service demands, support of economic development and environmental factors.

Present the budget and CIP by the first Council meeting in October and schedule for Council consideration by first meeting in November.

Action Steps:

1. Begin CIP process in April and complete by July.
2. Begin Budget process in April and complete by end of September.
3. Conduct pre-budget meeting with Council in early June to establish priorities for the ensuing year's Budget and CIP.
4. Present proposed budget to the Council at the first Council meeting in October.
5. Approve Budget in November.
6. Continue participation in the GFOA Distinguished Budget Presentation Award Program.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goals: 1&3

Program: Finance Administration - Investments/Portfolio Management

Objective:

To maximize the City's return on invested funds by implementing investment strategies that offer the greatest rate of return at the lowest risk of principal.

Realizing investment yields equal to or greater than the benchmarks established in the City's Investment Policy.

Action Steps:

1. Maximize City cash flows and implement investment strategies that increase investment return on surplus cash funds.
2. Work with broker dealers in a manner that insures the City receives the best available rate of return on the investment of its surplus cash funds.
3. At all times, make investment decisions predicated on preserving the principal balance of surplus cash funds.
4. All investment decisions will be made in accordance with the City's Investment Policy.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Program: Information Systems - Data Services

Objective:

Improve disaster recovery and emergency preparedness to continue safeguarding city assets and records.

Action Steps:

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

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 5

Program: Information Systems - Network Availability

Objective:

Increase network availability and stability to cut recurring costs and improve customer service by providing increased network access, bandwidth, and reliability.

Action Steps:

1. Continue to build network redundancy.
2. Provide wireless access inside City facilities.
3. Expand our wireless mobile network for Public Safety and City Services.
4. Expand the use of wireless transport for voice traffic.

Department: Finance & Administration

City of Beloit Strategic Goals: 1, 2, 3, 4, & 5

Program: Information Systems - Data Services

Objective:

Increase data availability internally and externally by improving customer service and availability through continued development of the city's website.

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.

CITY OF BELOIT

2013 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: General Services - Buildings and Grounds

Objective:

Provide an aesthetic, clean, and safe environment at selected municipal buildings and overall improving the condition of select buildings.

Action Steps:

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

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: General Services - Buildings and Grounds

Objective:

Reduce the risk of personal injury and property loss to the City of Beloit employees, citizens and visitors by providing a safe working and living environment.

Action Steps:

1. Inspect facilities.
2. Institute repairs immediately.
3. Safety training for employees.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: General Services - Buildings and Grounds

Objective:

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

Action Steps:

1. Inspect properties.
2. Safety and liability training for employees.
3. Accident review committee reviews accident reports

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Program: General Services - Buildings and Grounds

Objective:

RFP for Insurance Services/Coverage

Action Steps:

1. Work with Horton Group on RFP.
2. Review final RFP'S with Horton Group and City Staff
3. Select Insurance Coverage for 2013