



## PUBLIC NOTICE

The City of Beloit will hold a **Strategic Planning Workshop** to establish budget priorities, preferences, and processes for the 2015 City of Beloit Strategic Plan and Budget on Monday, May 12, 2014, from 8:00 a.m. to 5:00 p.m. at the Engineering and Utilities Building, located at 2400 Springbrook Court, Beloit, WI 53511. There will be a quorum of City Councilors present.

Larry N. Arft, City Manager

Dated: May 7, 2014  
Jelene J. Ahrens, WCMC  
Deputy City Clerk  
[www.beloitwi.gov](http://www.beloitwi.gov)

\*\* Please note that, upon reasonable notice, at least 24 hours in advance, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information to request this service, please contact the City Clerks Office at 364-6680, 100 State Street, Beloit WI 53511

**2015 Strategic Plan Workshop**  
**Monday May 12<sup>th</sup> 8:00 a.m.**  
**2400 Springbrook**  
**Agenda**

1. Introduction and Overview 8:00 – 8:15 a.m.
2. 2015 Vision/Mission Statements & Goals: 8:15 – 9:00 a.m.
3. Police: 9:00 – 9:45 a.m.
4. City Manager: 9:45-10:30 a.m.
5. Department of Public Works: 10:30-11:45 a.m.
  - Engineering
  - Operations
  - Parks & Leisure Services
  - Transit
  - Wastewater Utility
  - Water Utility
  - Storm Water Utility
6. Library: 11:45 – 12:15 p.m.
7. Lunch 12:15 – 1:00 p.m.
8. Community Development: 1:00 -1:45 p.m.
9. Economic Development: 1:45 – 2:30 p.m.
10. City Attorney: 2:30 – 2:45 p.m.
11. Finance and Administrative Services: 2:45 – 4:15 p.m.
  - City Clerk
  - Municipal Court
  - Assessor's Office
  - Human Resources
  - Treasury
  - Accounting and Purchasing
  - Finance
  - Information Systems
  - General Services
11. Fire Department 4:15 – 5:00 p.m.
12. Adjourn 5:00 p.m.

2015 STRATEGIC PLAN

**CITY OF  
BELOIT**

**DRAFT**

## **2015 City of Beloit Strategic Plan**

I. 2015 Vision/Mission Statements & Goals: Pages 1 - 2

II. Departmental Strategic Plans for Fiscal Year 2015  
Pages: 3 - 88

Police Department: 3 - 5

City Manager: 6 - 11

Department of Public Works: 12

Engineering: 13 - 15

Operations: 16 - 22

Parks & Leisure Services: 23 - 27

Transit: 28

Wastewater Utility: 29 - 30

Water Utility: 31

Storm Water Utility: 32

Library: 33 - 35

Community Development: 36 - 45

Economic Development: 46 - 50

City Attorney: 51

Finance and Administrative Services: 52

City Clerk: 53 - 57

Municipal Court: 58 - 60

Assessor's Office: 61 - 64

Human Resources: 65 - 66

Treasury: 67 - 69

Accounting and Purchasing: 70 - 71

Finance: 72 - 73

Information Systems: 74 - 76

General Services: 77 - 78

Fire Department: 79 - 88

## **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**

2015 STRATEGIC PLAN

## **Beloit City Council Vision/Mission Statements and Goals 2015**

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, as well as business 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. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.
5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.

# CITY OF BELOIT

2015 STRATEGIC PLAN

## Police Department

**City of Beloit Strategic Goal: 3**

**Program: Support Services**

**Objective:** Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA/WILEAG) Wisconsin Law Enforcement Accreditation Group.

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

**Action Steps:**

1. Early 2015 multi-week maintenance effort.
2. Spring on-site visit

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**City of Beloit Strategic Goal: 3**

**Program: Administration**

**Objective:** Maintain current staffing level

**Action Steps:**

1. Verify retirements
2. Recruitment
3. Testing Process
4. Begin fifteen week training period.

***Mission***

***Statement:***

Reduce disorder through problem solving and community cooperation.

# CITY OF BELOIT

## 2015 STRATEGIC PLAN

### Police Department

**City of Beloit Strategic Goal:** 3

**Program:** Patrol Division

**Objective:**

Maintain/Lower Crash Rate.

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

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**Objective:**

- Remove crime guns from circulation.

**Action Steps:**

1. Train officers in the characteristics of armed gunmen when offered.
2. Use available grant money for targeted patrols related to violent crime.

***Mission***

***Statement:***

Reduce disorder through problem solving and community cooperation.



# CITY OF BELOIT

## 2015 STRATEGIC PLAN

### Police Department

**City of Beloit Strategic Goal:** 3

**Program:** Drug & Gang

**Objective:** Disrupt Gang Activity.

- Perform Drug Related Search Warrants
- Seize Contraband
- Community Education

**Action Steps:**

1. Develop probable cause for search warrants on targeted residents.
2. Seize contraband using search warrants and arrests.
3. Participate with FBI Safe Street Task Force.
4. Provide community education programs pertaining to drug and or gang prevention education.

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**City of Beloit Strategic Goal:** 3

**Program:** Detective Bureau

**Objective:** Develop and arrest suspects of crime.

- Maintain consistent crime clearance rate.

**Action Steps:**

1. Build rapport with the criminal community.
2. Group crime and investigate incidents thoroughly through prosecution.
3. Use available grant money for overtime to investigate gun crime.

***Mission Statement:***  
Reduce disorder through problem solving and community cooperation.

## CITY OF BELOIT

### 2015 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.

**Action Steps:**

1. Direct involvement in the detailed evaluation of all 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.
5. Continue participation in new employee orientations to personally meet all new employees and to reinforce the importance of the public trust and good customer relations.
6. Spend the time necessary to facilitate the training and orientation of the new Director of Finance and Administrative Services to be appointed in 2014.

***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 Goals:** 1 & 2

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

**Objective:**

Continue the Manager's direct 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 the City's economic development program.

**Action Steps:**

1. Efforts will continue to market the Gateway Business Park and related parcels, including additional lands acquired by the city north of the actual park.
2. Continue to coordinate the planned development of the NorthStar Facility, even though there have been delays.
3. Business retention will continue to be a major goal of the City, working with local businesses to help them grow and expand their operations, while staying within the Greater Beloit Area.
4. Continue to work on office, business and residential development and redevelopment in the downtown City Center area.
5. Continue to support Hendricks Commercial Properties with their city center focused redevelopment.
6. Continue to work closely with the GBEDC and Rock County 5.0 to further explore the enhanced regional cooperation that has evolved as a result of these economic development initiatives.

**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 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. Work with the Nation as they finalize development plans and we jointly prepare grant applications and a Development Agreement to better coordinate both the on-site development and off-site infrastructure improvements needed to support this important project.
4. If Federal approvals are received for the casino, work closely with the Nation to obtain the Governor's concurrence so that the project can be moved forward toward implementation.

**Department:** City Manager

**City of Beloit Strategic Goal:** 2

**Program:** Manage the City's sustainability program, including the eco-municipality "green" program and the E-Government initiatives.

**Objective:**

The City Council's 2007 adoption of an eco-municipality program and subsequent steps undertaken by the City to implement the "natural step process" started a positive trend toward the use of sustainable practices in all public policy decisions. The City will continue the strong focus on implementing E-Government and "green" initiatives, focusing on reducing costs and environmental stewardship.

**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. Continue to expand electronic communications within the organization to replace paper documents whenever possible.
3. Work with Public Works regarding their implementation of a department wide work order system that will facilitate a direct citizen "request for service" form available on the web site.
4. Continue to utilize an employee-based sustainability committee to review and implement viable "green" practices wherever possible within the organization to continue to reduce the City's carbon footprint and promote good environmental stewardship. Efforts will include continued grantsmanship activities.

**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 consistent 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. Continued upgrades on the City’s website, providing more documents, information including the service request form and a Home Page “facelift” in 2015.
6. Continue to promote the e-mail notification service, which is part of the City’s website and allows residents to “sign up” for e-mail notifications whenever items of interest to that individual are posted or updated on the City’s website.
7. Continue promotion of email utility bill notifications.
8. Promote the City through public education.
9. 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.

**Action Steps:**

1. Continue the dialogue at the staff level that produced some positive past results.
2. We will continue to collaborate with the City of South Beloit and Beloit 2020 related to the City Center Connections Initiative.
3. Continue monthly meetings with Janesville and Rock County officials, maintaining the 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 remodeling and construction program.
5. Schedule joint meetings between the Council and the boards of surrounding jurisdictions, when appropriate.
6. Continue collaboration with local stakeholders and communication with the Wisconsin Department of Transportation that has evolved over the past several years as planning and design for the important Interstate Highway 39/90, I-43 Interchange improvement projects move toward construction.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Department of Public Works

**City of Beloit Strategic Goal: 1**

**Program:** General Management

**Objective:**

Achieve American Public Works Association (APWA) Public Works Agency Accreditation.

**Action Steps:**

1. Refine 2014 Departmental self-assessment in accordance with APWA recommended Management Practices and submit to APWA for national Public Works Agency Accreditation.

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**Objective:**

Implement 2014 recommendations related to Department wide work order systems.

**Action Steps:**

1. Expand and/or modify all work order systems currently used in the Department in accordance with 2014 evaluation recommendations.

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**Objective:**

Evaluate obtaining “Bicycle Friendly Community” recognition from the League of American Bicyclists.

**Action Steps:**

1. Evaluate the City of Beloit’s current status of criteria compliance based upon existing conditions and current practices.
2. Identify plan for achieving “Bicycle Friendly Community” recognition for City Council consideration.

***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

2015 STRATEGIC PLAN

### Department of 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.

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## CITY OF BELOIT

2015 STRATEGIC PLAN

### Department of 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

2015 STRATEGIC PLAN

### Department of 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.
4. Provide technical support for Regional Multimodal Commuter Transportation Study.

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## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Department of 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 and or options, 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 2015 Operating Budgets.
4. Coordinate Parks and Operations training including orientations.
5. Coordinate the DPW Safety Committee; ensure safe working practices are followed.

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**CITY OF BELOIT**

2015 STRATEGIC PLAN

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

Utilize a 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 parts work orders and monthly fuel report.
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. Update storeroom procedures, purge slow moving inventory, complete annual inventory count.

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## CITY OF BELOIT

2015 STRATEGIC PLAN

### Department of Public Works

**City of Beloit Strategic Goal: 1**

**Program:** Operations / Street / 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 sign, and street projects.
2. Review quarterly with work group and develop work plan and time line.
3. Develop a public relations plan to educate residents on selected operations.
4. Continue to review/develop/update standard operating procedures.
5. Complete projects for Division and coordinate with entire Department on projects that might need assistance.

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## CITY OF BELOIT

2015 STRATEGIC PLAN

### Department of Public Works

**City of Beloit Strategic Goal: 1**

**Program:** Operations / Forestry

**Objective:**

Ensure motorist and pedestrian safety minimize hazards for all street and right-of-way Operations through high quality urban forest management, with events and/or projects coordinated and completed with appropriate response times.

**Action Steps:**

1. Evaluate, establish target area for tree projects.
2. Review quarterly with work group and develop work plan and time line.
3. Complete projects.
4. Continue implementation of intergovernmental coordinated Emerald Ash Bore (EAB) management program.
5. Monitor grant assisted wood burning furnace installations in selected public works facilities.
6. Develop a public relations plan to educate residents on selected operations.

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## CITY OF BELOIT

2015 STRATEGIC PLAN

### Department of 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 БЕЛОIT

### 2015 STRATEGIC PLAN

## Department of 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 equipment work orders and post work orders monthly.
2. Research additional sustainable projects applicable to fleet including alternative fueling systems.
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.

***Mission Statement:***

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## CITY OF BELOIT

2015 STRATEGIC PLAN

### Department of 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 13,072 residences, 26 Americans with Disabilities Act (ADA) customers, 14 City Facilities and 18 School 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.

***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

### 2015 STRATEGIC PLAN

## Department of 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, playgrounds, park facilities.
6. Work with schools and volunteer groups that provide seasonal park clean-up assistance.
7. Prepare and schedule park improvement project(s) 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.
12. Provide assistance and support to Leisure Services in the delivery of safe & quality programs within city parks & facilities.

### *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

### 2015 STRATEGIC PLAN

## Department of 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 primarily meet the growing needs of Beloit residents as well as citizens within the Stateline area that utilize our services.
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, including but not limited to the following groups:
  4. Beloit Youth Hockey Association
  5. Beloit Memorial High School / SD of Beloit
  6. Beloit International Film Festival (BIFF)
  7. Beloit Snappers
  8. Visit Beloit
  9. Friends of the Riverfront
  10. Downtown Beloit Association
11. Operate and expand our services offered at the Lagoon Concessions.
12. Oversee and promote our park rental reservation system for Park Shelters and the Rotary River Center.
13. 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:*

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

2015 STRATEGIC PLAN

### Department of 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. Seek additional community partners, allowing us to increase programming economically.
2. Continue to partner with the Rock County Council on Aging Nutrition Program.
3. Continue to partner with American Association of Retired Persons (AARP) to provide affordable tax assistance to seniors.
4. Coordinate and implement the annual Beloit Senior Fair.
5. Cooperatively work with the Recreation staff to provide intergenerational programming.
6. Search and obtain grants that will provide financial assist to the center in purchasing supplies and/or equipment that will benefit programs and/or the operations of the facility.
7. Continue to make facility improvements as funding allows, that enhance the building's operations as related to programs and services.
8. 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

### 2015 STRATEGIC PLAN

## Department of 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

2015 STRATEGIC PLAN

### Department of 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.
8. Provide appropriate assistance to Funeral Homes in scheduling funerals and our services.
9. Maintain and care for all grave sites as allocated within the Perpetual Care program.

#### *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

### 2015 STRATEGIC PLAN

## Department of 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-excluded 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:*

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

2015 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. Continue to pursue alternative methods for beneficial reuse of bio-solids with Mallard Ridge Landfill, agricultural land owners, etc.
4. Continue to explore WPCF phosphorous discharge reduction options.
5. Complete quarterly hot-spot and bi-annual system wide collections system cleaning.

***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.

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.
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

### 2015 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. Exercise and maintain all valves/hydrants and periodically flush the distribution system.
4. Continue pump station maintenance program to annually rehabilitate two wells and one booster station.
5. Implement water main replacement program to eliminate under-sized main, replace break-prone segments, close loops, etc.
6. Replace Traverse City hydrants and install Storz connections to speed Fire Department response.
7. 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.
8. 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.
9. Implement Private Well Permitting and Abandonment Program.
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.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Department of 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. Televis 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

2015 STRATEGIC PLAN

### Beloit Public Library

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

**Objectives:**

- Online Library resources will be invaluable tools for library customers, both internally, and externally.

**Action Steps:**

1. Implement intentional and focused marketing featuring library technologies, including access, programs/educational opportunities, and resources (downloadable formats and databases)

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

**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. Develop new and further explore existing partnerships with community agencies such as medical facilities, daycares, and preschools.
  4. Utilize programs, such as story time, to teach parents techniques to use with their children to encourage the development of pre-reading skills.
  5. Implement intentional and focused marketing featuring Library programs for young children and families.
- 

**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 will have opportunities to participate in literacy-related programming.

**Action Steps:**

1. Offer GED guidance programs in conjunction with community agencies.
  2. Research and utilize non-traditional means, such as gaming and media, to encourage and promote teen literacy.
  3. Annually, provide programs for adults to address related concerns, such as computer literacy, information fluency, and basic citizen education.
  4. Pursue a partnership with School District of Beloit to coordinate and promote library resources, reading incentives, and teen programming.
  5. Implement intentional and focused marketing featuring Library programs related to adult and teen literacy.
-

**Service Response: Make Career Choices: Job and Career Development****Objectives:**

- 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. Install resume-building software on public internet computers and utilize the computer lab to offer additional resume-building classes.
2. Continue to pursue and utilize LSTA funding for public computer classes.
3. Implement a mock-interview program using members of the professional community to allow adults and teens to practice their interview skills.
4. Pursue partnerships (such as Blackhawk Tech, Dress for Success) to offer computer classes, job fairs, resume guidance and clothing drives.
5. Implement intentional and focused marketing featuring Library programs and services related to job searching and career development.

**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. 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.
2. Utilize displays to feature library materials and promote national celebrations, such as Money Smart Week.
3. Utilize the display spaces in the front lobby to promote library programs or collections and to encourage customers to explore their personal interests.
4. 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.
5. Revitalize the Teen Advisory Board and work with this group to provide teen-friendly programs of high interest.
6. Expand existing displays and book discussions, utilizing technologies such as blogs and Skype to broaden opportunities for participation.
7. Implement a well-organized planning and marketing strategy for reaching intended audiences for adult, teen, and youth programs.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Community Development Department

**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.



**City of Beloit Strategic Goal: 5**

**Program:** Planning Services: Land Use Planning and Regulation

**Objective:**

To promote and protect public health, safety, morals, 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.
  6. Initiate Zoning Text Amendments in response to recent legislation and/or emerging issues.
- 

**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, Chicken, 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.
5. Improve inspection documentation systems using MUNIS software.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Community Development Department

**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 patrol and inspect the exterior of every property in the City.
3. Track inspections using the MUNIS system.
4. Assign interior 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.

**City of Beloit Strategic Goal: 5**

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

**Objective:**

Provide consistency in enforcement among inspectors and procedures.

**Action Steps:**

1. Provide ongoing education to Inspection staff regarding interpretations of codes, inspection and notification procedures, proper documentation, and inspection requirements.
  2. Provide outreach and education to residents and rental property owners regarding property maintenance requirements under the City's Code of Ordinances.
  3. Maintain a Lead Inspection official position.
- 

**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. Continue to work with the City of Janesville, Neighborhood Housing Services and Family Services to implement the grant.
- 

**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 and low-moderate income 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 College neighborhoods.
3. Provide rehab loans in the City's neighborhoods.

**City of Beloit Strategic Goal: 1 and 5**

**Program:** Lead Hazard Reduction

**Objective:**

Implement a program to utilize funds from the Lead Hazard Control (LHC) Grant to make more homes in the City of Beloit lead safe. Administer funding program to reduce lead poisoning.

**Action Steps:**

1. Work with the City of Janesville, Rock County Planning, Rock County Health Department and the Department of Housing and Urban Development to implement the grant.
  2. Work with the Rock County Health Department to address lead poisoning issues at residences where children have been poisoned, and administer the Healthy Homes portion of the LHC Grant.
  3. Encourage home owners and landlords to participate in the program to make their homes lead safe for children.
- 

**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 vacant lots from Rock County during the foreclosure process in September, 2014.
- 

**City of Beloit Strategic Goal: 5**

**Program:** Fair Housing

**Objective:**

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

**Action Steps:**

1. Provide Fair Housing training and outreach to the public and social service agencies.
2. Provide Fair Housing brochures and flyers to appropriate social service agencies in the City.
3. Facilitate the investigation and resolution of housing discrimination complaints in accordance with the City of Beloit's Chapter 20 Fair Housing Code.
4. Continue to address issues and strategies identified in the Analysis of Impediments to Fair Housing.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Community Development Department

**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 2015.
2. Administer the CDBG program for 2015.
3. Hold a public application and planning process for 2015 funds.
4. Prepare the Annual Plan for submission to Department of Housing and Urban Development (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.

***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.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Community Development Department

**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 2015.
2. Work with CHDOS to ensure funds are expended.
3. Administer the Housing Rehab loan program.
4. Submit information to Janesville for the Annual Plan for submission to HUD.

***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.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Community Development Department

**City of Beloit Strategic Goal: 5**

**Program:** Section 8 Family Self-Sufficiency Program

**Objective:**

Continue to develop resources which meet the needs of Section 8 tenants. Continue to build an Educational Life Skills Program which will meet the needs of residents. Continue to assist tenants in working toward their goals and graduating from the Self-Sufficiency (FSS) Program

**Action Steps:**

1. Apply for 2015 Family Self-Sufficiency Coordinator Grant.
2. Ongoing case management for current and future Section 8 FSS participants.
3. Continue to develop networks with agencies and businesses in Beloit, Janesville, and Rock County.
4. Continue to plan and coordinate ongoing workshops and seminars for participants.
5. Continue to market program to agencies, participants, applicants, and businesses.
6. Continue to monitor participant progress and to assure participants are working toward identified goals.

***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.

**City of Beloit Strategic Goal: 5**

**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, 2015.

**Action Steps:**

1. Cross train Section 8 staff on Housing Choice Voucher Homeownership Program.
  2. Continue to seek out resources to assist participants with financial problems and debt reconstruction.
  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. Support program with continued staffing and training.
- 

**City of Beloit Strategic Goal: 5**

**Program:** Beloit Apartment Redevelopment Phase 1 and Phase 2

**Objective:**

To monitor and maintain all reporting requirements for Phase 1 and Phase 2 tax credit projects. To maintain the physical condition of both Phase 1 and Phase 2 properties.

**Action Steps:**

1. Continue to follow the completed spreadsheet of all reporting requirements.
2. Continue to pay debt service on a quarterly basis.
3. Fund the Replacement Reserve accounts with Capital Fund Program monies in order to maintain properties.
4. Maintain the Inspection Schedule to monitor the interior and exterior conditions of the rehabbed/constructed units.
5. Maintain a pro-active maintenance schedule to maintain the interiors and exteriors of the units.



**City of Beloit Strategic Goal: 5**

**Program:** Public Housing Family Self-Sufficiency (FSS)

**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 addressing Customer Service issues with staff.
2. Continue tenant participation in Self-Sufficiency workshops and seminars.
3. Disseminate useful information to tenants regarding available services, employment opportunities, and educational opportunities.
4. Partner with other agencies to sponsor events that enhance the lives of Public Housing tenants and Section 8 participants.
5. Conduct Focus Group discussions with Public Housing residents to assess needs.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Economic Development Department

**Department:** Economic Development

**City of Beloit Strategic Goal:** 2 & 4

**Program:** Develop a program to improve customer service to the business community.

**Objective:** Enhance communication and service between the business community and City staff.

**Action Step:**

1. Form an internal committee.
2. Engage the business community via a business survey or focus group meeting to identify areas that need improvement.
3. Use input from business community to create a communication enhancement plan.
4. Create a business permitting check list.
5. Update permits, forms, processes, ordinances, etc. as required
6. Report outcomes to council.

---

**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.
2. Follow up on identified concerns and issues.

***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.
  5. Manage, fund and promote Community Development Zone (CDZ) tax credit incentive program.
- 

**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 to coordinate 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.

**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 MADREP (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 Information (RFI) activity.
- 

**Objective:** Maintain the ability to respond rapidly to site selection RFI's. Respond to all RFI'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 RFI process with major ED partners.
4. Continue to provide staff with the ability to make "in field decisions" on incentive packages.

**Objective:** Promote Development in the Gateway project area. Number of acres sold, square footage developed, and jobs created.

**Action Steps:**

1. Continue to support and monitor Gateway infrastructure development.
  2. Continue in-house efforts to market Gateway property.
  3. Include Gateway options in all appropriate RFI'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. Promote virtual buildings project.
  9. Promote the park's "shovel ready certification".
  10. Consider expanding the "Shovel Ready Certification".
- 

**Objective:** Continue to market remaining property in the Willowbrook Industrial Park. Number of acres sold, square footage developed and jobs created.

**Action Steps:**

1. Package and distribute information on available parcels.
  2. Include Industrial Park options on all appropriate RFI's.
  3. Respond to all prospect information requests.
  4. Package incentives according to policies and resources.
- 

**Objective:** Actively participate in the Greater Beloit Community Branding Project.

**Action Steps:**

1. Finalize the development of plan.
  2. Identify partners and delegate responsibilities.
  3. Launch initiative.
  4. Measure results.
- 

**Objective:** Implement Milwaukee Road, Gateway, Fourth Street Corridor Projects. Initial projects budgeted in the CIP and implemented in 2014-2019.

**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 countywide marketing campaign of the Gateway Business Park and the region via Rock County 5.0. Number of direct marketing activities involved in.

**Action Steps:**

1. Continue to use the comprehensive marketing campaign.
  2. Consider attend and participate in appropriate trade shows.
  3. Consider attend quarterly Chicago broker/site selector contact visits.
  4. Target market to targeted industry clusters.
  5. Encourage commercial brokers to participate in real estate commission MOU.
  6. Utilize the services of the Vision Beloit Marketing Coordinator.
- 

**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. Continue utilizing the new marketing campaign.
- 

**Objective:** Take advantage of the opportunities created by the Phoenix Building project.

**Action Steps:**

1. Redevelop site opens.
  2. Market commercial/housing opportunities.
- 

**Objective:** Find an appropriate reuse of vacated Kerry, West Grand properties or plan to raze property.

**Action Steps:**

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

# CITY OF BELOIT

## 2015 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

### 2015 STRATEGIC PLAN

## Finance & Administrative Services Department

### *Vision:*

An innovative Department providing dedicated exceptional customer service using available resources and delivering quality services to a diverse workforce and community.

### *2015 Finance & Administrative Services Department*

### *Strategic Goals:*

- 1: Promote an environment for our customers that encourage positive results.
- 2: Administer and protect City resources.
- 3: Enhance efficiency by creatively using available resources.
- 4: Expand interdepartmental and intergovernmental communication and cooperation.

### *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

### 2015 STRATEGIC PLAN

## Finance & Administrative Services Department

**Department:** Finance & Administration

**City of Beloit Strategic Goals:** 1 & 3

**Department Goal:** 1

**Program:** City Clerk – Elections

**Objective:**

Successfully administer two elections in 2015 and ensure continued voter confidence in the election process.

**Action Steps:**

1. Prior to each election, order ballots, prepare and print poll lists, prepare and print voter lists, prepare and pack supplies and materials for each of nine polling places, and test election equipment.
2. Prepare and publish all public notices as required by law.
3. Prepare training sessions prior to each election and train up to 150 election inspectors regarding changes to election laws, security requirements, and internal procedures.
4. Process absentee ballot requests; train Special Voting Deputies and process absentee ballots for care facilities.
5. Update and maintain voter records through the Statewide Voter Registration System (SVRS) software and the physical voter records located in our office.
6. Work with Public Works employees to ensure safe and secure delivery of equipment, machines, and ballots to the polling places.
7. Work closely with School District staff and principals to identify new voting procedures at the newly-remodeled schools used as polling places.
8. Within 30 days of each election, prepare voter reports by ward and an election cost analysis to be submitted to the

***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.

Government Accountability Board (G.A.B.).

9. Conduct numerous voter registration training sessions for Special Registration Deputies.
  10. Prepare information packets for those interested in running for City Council and act as a resource for interpretation of state election laws and procedures.
  11. 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

**Department Goal:** 1 & 4

**Program:** City Clerk – Elections

**Objective:**

Purchase new voting equipment in 2015.

**Action Steps:**

1. The Clerk has been working with the Rock County Clerk since 2012 gathering information, making contact with election machine vendors, and viewing demonstrations.
2. Research the specific equipment that has already been certified by the Government Accountability Board and those likely to be certified in the near future.
3. Work with the Rock County Clerk and other Rock County jurisdictions to achieve savings through a countywide purchasing project.
4. Make decision for purchase in late 2014 or early 2015 and execute in 2015. As of the date of this Plan, it is unclear if the new equipment will be used for the two spring elections in 2015 or for the 2016 election cycle.
5. Conduct comprehensive training for staff, election officials, and the public prior to implementation.

**Department:** Finance & Administration

**City of Beloit Strategic Goals:** 1 & 3

**Department Goal:** 1

**Program:** City Clerk – Board of Review

**Objective:**

Successfully coordinate the 2015 Board of Review process.

**Action Steps:**

1. Meet with the City Assessor's office in February to create a schedule for the Board of Review initial meeting and hearings.
2. Coordinate the meeting schedule for commercial cases with a Court Reporter and the City Attorney.
3. Prepare 2015 Board of Review Procedural documents, including resources and forms for citizens who request to file an appeal.
4. Create, publish and post all required notices.
5. Find training opportunities for Board members and file affidavits of training with the Department of Revenue.
6. Staff and record the hearings; prepare minutes, Notices of Determination, and final documents.
7. Mail Notices of Determination and file all documents as required by law.

**Department:** Finance & Administration

**City of Beloit Strategic Goals:** 1 & 3

**Department Goal:** 1

**Program:** City Clerk – Public Information & Record Keeping

**Objective:**

Protect and maintain official City records and act as a source for public information.

**Action Steps:**

1. Answer main and secondary phone lines into City Hall and provide requested information.
2. Publish City's Official Information Directory once in 2015.
3. 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, Election Officials, and Elected Officials.
5. Maintain the City's official seal and use appropriately.
6. Send, process, and file all of the Statements of Economic Interest from City officers, employees, and Board and Committee members by April 30, 2015.
7. Update the City's website, document center, and Laserfiche document imaging system with information regarding the City Council, City Clerk, Boards and Committees, Elections and Licensing pages.
8. Maintain the City's Code of General Ordinances. Following enactment by City Council, arrange for incorporation of new Ordinances into the Municipal Code on the City's website in and in the official City of Beloit Municipal Code books.
9. 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.
10. Create and publish City Council agendas, public notices, packets, and minutes in a timely and professional manner.
11. Assist the City Council President and members with meeting management issues and parliamentary procedure questions, and act as a resource for information during the meeting.
12. Act as a resource for staff and other Boards, Commissions, and Committees with respect to meeting management, open meetings laws, agendas, and minutes.

**Department:** Finance & Administration

**City of Beloit Strategic Goals:** 1 & 3

**Department Goal:** 3

**Program:** City Clerk – Training and Professional Development

**Objective:**

Attend meetings, conferences, and training sessions to stay current on changes in federal and state laws, continue to develop professionally, and remain life-long learners.

**Action Steps:**

1. The Clerk will apply for scholarships to attend the Treasurer's Completion portion of the University of Green Bay Municipal Clerks and Treasurers Institute in 2015.
2. The Clerk will apply for scholarships to attend the 2015 International Institute of Municipal Clerks (IIMC) annual conference in Hartford, Connecticut.
3. The Clerk will attend the 2015 Wisconsin Municipal Clerks Association (WMCA) annual conference in La Crosse, Wisconsin.
4. A Deputy Clerk will attend either the WMCA annual conference or the UW-Green Bay Master Academy.
5. The Clerk and Deputy Clerks will attend various WMCA regional meetings.
6. The Clerk and Deputy Clerks will participate in election training webinars produced by the Government Accountability Board throughout the year.
7. The Clerk will continue enrolling in Cities and Villages Mutual Insurance Company (CVMIC) supervisory training courses with the goal of obtaining a Certificate in Supervision.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Finance & Administrative Services Department

**City of Beloit Strategic Goal:** 1

**City of Beloit Department Goal/s:** 1 & 4

**Program:** Fair and Reliable Adjudication of Cases

**Objective:** Court processes cases according to announced time standards, complies with schedules, pays individual attention to cases, makes clear decisions, and maintains institutional integrity.

**Action Steps:**

1. Conduct a systematic review of court notices and communications to ensure that the information presented is correct, clear, and understandable.
2. Continue to identify and implement process improvements that will allow the court to continue to respond to increased case filings and activity with current staff.
3. Continue regular communication with the Municipal Court Judge and reserve/substitute judges regarding court policies and procedures.
4. Continue periodic review of general sentencing criteria and procedures to ensure appropriateness to defendant population, prosecutorial and law enforcement conditions, and jail facilities.
5. Continue relationships and information sharing with Rock County municipal courts regarding court policies and procedures and updates in legislation and case law.
6. Conduct a systematic review of court policies and procedures and update them as required.
7. Identify methods to ensure an adequate level of funding to support the court's services such as the Daytime Curfew Program, Juvenile First Time Offender Program and Underage Alcohol 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.

**City of Beloit Strategic Goal: 1****City of Beloit Department Goal/s: 1****Program: Court Accessibility to the Public**

**Objective:** Ensure that court is accessible in terms of location, hours, physical setup, openness of proceedings, predictability and clarity of its procedures and that individuals appearing before the court are accorded with respect.

**Action Steps:**

1. Conduct a systematic review of court notices and communications to ensure that the information presented is correct, clear, and understandable.
2. Identify process and technological improvements that will improve access to case information, reduce waiting time and congestion at the court facility, and improve the payment processes.
3. Enhance the quality of customer service provided to citizens with business at the Municipal Court by continuing to provide on-going and regular customer service training to court staff.
4. Identify ways to streamline attorney access to the court through telephonic pre-trials and filings, dissemination of notices via fax and/or e-mail, etc.
5. Continue to utilize alternate payment options including the use of e-payment systems and credit card payments.

**City of Beloit Strategic Goal: 1****City of Beloit Department Goal/s: 1& 4****Program: Effective Enforcement of Court Judgments**

**Objective:** Maintain policies and procedures and business processes that foster and encourage compliance with court judgments. Maintain effective enforcement strategies in concert with the City Attorney's Office and the Police Department.

**Action Steps:**

1. Conduct a systematic review of court notices and communications to ensure that the information presented is correct, clear, and understandable.
2. Optimize the use of the Municipal Court Judge and reserve/substitute judges to absorb increases and declines in case volume and provide for more flexible service to the public.
3. Conduct a systematic review of court policies and procedures and update them as required.
4. Track defendant compliance with judgments at key stages in the judgment enforcement process.
5. Monitor collections and payments from customer deposit accounts daily for accuracy and timeliness, and promptly make necessary corrections or adjustments.
6. Continue to utilize non-traditional collection alternatives such as tax intercept program, suspension of driving privileges, wage assignment, and commitments.

**City of Beloit Strategic Goal: 1****City of Beloit Department Goal/s: 2 & 3****Program: Accountability for Public Resources**

**Objective:** Court uses approved funds for purposes within its mission and authority, spends within allocated funds, and has a system for accounting for funds collected and spent.

**Action Steps:**

1. Maintain the record of spending within (or less than) the established budget and for collecting funds according to established court and city procedures.
2. Maximize the use of technology to reduce transaction time and costs, increase the effectiveness of the collection function, and to enhance convenience to the public.
3. Continue the use of electronic data transfers between the court and other agencies.
4. Continue to streamline access to the court with City Attorney's office and Enforcement Divisions within the City of Beloit through dissemination of notices via fax and/or e-mail, direct access to data in TIPSS.
5. Conduct a quarterly review of progress in meeting the Court's strategic objectives.
6. Conduct a systematic review of court policies and procedures and update them as required.
7. Review the deposit schedule to identify opportunities for increases in fines to support court programs.
8. Monitor collections and payments from customer deposit accounts daily for accuracy and timeliness, and promptly make necessary corrections or adjustments.
9. 100% of accounting for case-related receipts and expenditures, and for court administration is accomplished through a reliable management information system.
10. Produce regular and ad hoc reports for use by Municipal Court Judge and management for use in the decision-making process.

**City of Beloit Strategic Goal: 1****City of Beloit Department Goal/s: 1****Program: Enhanced Public Safety**

**Objective:** Court uses its sentencing powers to set into motion conditions that would make defendants more likely to change their legally unacceptable behavior.

**Action Steps:**

1. Continue the use of a wide range of diversion programs, including community service and driver safety classes as a sentencing option for juveniles and other defendant groups, as appropriate.
2. Produce regular and ad hoc reports for use by Municipal Court Judge and management for use in the decision-making process.
3. Conduct an annual review and monitor the diversion programs.



## CITY OF BELOIT

2015 STRATEGIC PLAN

### Finance & Administrative Services Department

**City of Beloit Strategic Goal:** 4

**Finance & Administrative Services 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), Tax Collection and City Clerk processes.

**Action Steps:**

1. Continue to update property data in the Computer Assisted Mass Appraisal (CAMA) database.
2. Continue to replace old photos with updated digital photos.
3. Review property sales with interior inspections for the annual update of the assessment-pricing model.
4. Provide ownership, assessment information and tax estimates to Economic Development and others as requested.

***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

**Finance & Administrative Services Goal:** 2

**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 assessment process.
  3. Continue to take pro-active measures to enhance public support by utilizing the city website to provide information.
  4. Conduct Board of Review according to Statute in cooperation with the City Clerk's office.
  5. Continue to meet Department of Revenue (DOR) guidelines and deadlines.
- 

**Department:** Finance & Administration

**City of Beloit Strategic Goal:** 4

**Finance & Administrative Services Goal:** 4

**Program:** Assessor's Office - Property Assessments

**Objective:**

Update 2015 assessments while maintaining standards outlined by Wisconsin State Statutes and completing the 2015 assessments within the statutory time period.

**Action Steps:**

1. Follow & meet statutory dates regarding the assessment process.
2. Continue to contract for assessor of record duties.
3. Contract services to expedite the conversion of all property sketches into the valuation system.
4. Update assessments based on Wisconsin Department of Revenue *Property Assessment Manual* standards.
5. Convert residential property values to the Wisconsin Manual process for 2015 assessed values.
6. Mail assessment notices in compliance with statutory guidelines.
7. Use the Department of Revenue electronic on-line filing for all applicable reports.

**Department:** Finance & Administration

**City of Beloit Strategic Goal:** 3

**Finance & Administrative Services Goal:** 3

**Program:** Assessor's Office - Property Assessments

**Objective:**

Update CAMA (Computer Assisted Mass Appraisal) software.

**Action Steps:**

1. Continue to work with Devnet on upgrades and updates to make the software more efficient.
  2. Enhance our processes using 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.
  5. Rely on Devnet to ensure the quality of the software is being used to the maximum potential.
- 

**Department:** Finance & Administration

**City of Beloit Strategic Goal:** 3

**Finance & Administrative Services Goal:** 4

**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.
3. Review each process, seeking more efficient and effective ways to accomplish the tasks.
4. Assemble the processes into a single document that can be passed along for viewing.

**Department:** Finance & Administration

**City of Beloit Strategic Goal:** 1

**Finance & Administrative Services Goal:** 2

**Program:** Assessor's Office- Property Assessments

**Objective:**

Develop a procedure manual to identify and document assessment functions in relation to preparing for a Revaluation.

**Action Steps:**

1. Each staff member will identify the various assessment functions within their job description.
2. Document the steps taken for each function.
3. Review each process and seek more efficient and effective ways to accomplish their tasks.
4. Assemble the processes into a single document that can be shared by any member of the staff.
5. Continue to update the current work process calendar created by current staff and incorporate specific dates required by the Department of Revenue into it.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Finance & Administrative Services Department

### **City of Beloit Strategic Goals: #1**

**Finance and Administrative Department Goal:** Enhance efficiency by creatively using available resources.

**Program:** Human Resources - Recruit and retain personnel.

**Objective:** Expand interdepartmental and intergovernmental communication and cooperation.

### **Action Steps:**

1. Continue researching workforce planning efforts of other municipalities.
2. Update and maintain the “user’s guide” for departments/divisions use in forecasting workforce needs.
3. Continue to analyze workforce needs to identify current and future gaps.

---

### **Objective:**

Promote a proactive diverse environment to attract high quality candidates for vacancies and retain highly competent staff.

### **Action Steps:**

1. Review areas of underutilization in protected classes with hiring supervisors as openings occur to identify and target recruitment efforts.
2. Conduct City-wide diversity training to gain sensitivity to the needs of a diverse workforce and promote a culturally responsible organization.

### ***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.

**Program:** Human Resources – Labor Relations

**Objective:** Develop and maintain collective bargaining and labor relations strategies that will maintain operational flexibility in a changing economic climate.

**Action Steps:**

1. Establish strategic goals and priorities which safeguard City resources consistent with City policies; maintain maximum managerial flexibility; and strengthen the collaborative working relationships with labor representatives.
  2. Identify contract language in each collective bargaining agreement which acts as a barrier to change or limits management flexibility and seek to eliminate or modify identified barriers.
  3. Review grievances by bargaining units and/or divisions to identify patterns or concerns that may be addressed through negotiation or collaboration with managers, supervisors and labor representatives.
  4. As each contract settles, communicate new agreements or language changes to ensure agreements are implemented and administered effectively and accurately.
- 

**Program:** Benefits Administration

**Objective:** Administer benefits fairly and effectively.

**Action Steps:**

1. Consider hiring a benefits coordinator position to assist in the administration of employee benefit plans.
2. Continue to engage WOW committee for wellness initiatives.
3. Develop a steering committee to make recommendations for cost savings to the City's current health plan while continuing to provide a competitive benefit program to City employees.
4. Review claims data for trends and identify areas to address or target to promote wellness initiatives.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Finance & Administrative Services Department

**City of Beloit Council Goal: 1 & 4**

**City of Beloit Departmental Goal: 2**

**Program:** Treasury – Maximize collection of delinquent debts owed to City

**Objective:**

Evaluate, monitor and pursue the collection of outstanding debts owed to City by effectively and efficiently utilizing every resource available to decrease debt and increase revenue.

**Action Steps:**

1. Consistently conduct a monthly review of all delinquent invoices and/or charges due to determine how and what measures to take in pursuit of collection.
2. Conduct a monthly review all South Beloit sewer utility accounts, determine status and forward all delinquencies to H. E. Stark to pursue collection.
3. Forward monthly South Beloit delinquent utility accounts to the South Beloit City Clerk to ensure that delinquencies are satisfied prior to property transferal and/or sale.
4. Issuance of monthly ageing report for invoices that are generated but remain unpaid are provided to Division and/or Department heads for their review. Information from them will be utilized to determine how staff will proceed with the outstanding charges: collectible, doubtful to collect and/or write offs balances.
5. Continue to collaborate with collection agencies (H.E. Stark and Associated Collectors) on accounts that have been flagged and forwarded to them for collection purposes. Many accounts are forwarded directly to TRIP (tax refund intercept program) by staff.
6. Continue to collaborate with the Townships and the South Beloit City Clerk to obtain current customer billing information to maintain the integrity of our utility customer database.

***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 Council Goal:** 1

**City of Beloit Departmental Goal:** 2

**Program:** Treasury - Improving Internal Cash Controls

**Objective:**

Randomly audit all City facilities that receipt and/or handle cash for compliance of the City of Beloit cash handling policy and to ensure that the proper internal controls are in place and are being adhered to.

**Action Steps:**

1. Conduct random audits at all City facilities to ensure compliance with City policies.
  2. Conduct periodic training and update cash handlers on any new internal 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.
  5. Keep City staff abreast of any counterfeit monies being circulated in the community.
  6. Advise City staff of any US Treasury changes in the US currency.
  7. Encourage solicitation from City staff on issues affecting them regarding cash handling and/or internal control processes.
- 

**Department:** Finance & Administration

**City of Beloit Council Goal:** 1

**City of Beloit Departmental Goal:** 1 & 4

**Program:** Treasury – Provide Exceptional Customer Service

**Objective:**

Provide support and assistance to our customers to strengthen the City's relationship to ensure a positive experience through quality customer service delivery.

**Action Steps:**

1. Provide continuous training to City staff on how to deliver and improve their customer service skills.
2. Anticipate customer needs and expectations more accurately.
3. Increase customer education on changes in City and State policies/procedures and/or PSC regulations.
4. Explore other payment options for our customers.
5. Solicit ongoing customer feedback to ensure customer satisfaction.
6. Assisting customers with oral and written language barriers.
7. Retain courteous, knowledgeable and efficient staff by providing the necessary effective training tools to accomplish this task.



**Department: Finance & Administration**

**City of Beloit Council Goal: 1**

**City of Beloit Departmental Goal: 2 & 3**

**Program:** Treasury – Promote Technological Advances in Utility Statement Delivery (e-Statements) and Bill Payment Options

**Objective:** Reduce City’s monthly expenses to produce the (paper copy) utility statements by providing our customers with the ability to receive their utility statement via email (paperless). Also, increase cash flow by offering utility customers a variety of payment options including on-line capabilities.

**Action Steps:**

1. Develop a “Promotional” flyers to inform our utility customers on the availability and the user friendly on-line access of the enrollment process for e-Statements.
2. Encourage enrollment by distributing the flyers to our walk-in customers. By enrolling you can enhance security by eliminating your personal information from unsecured mailboxes.
3. Encourage on line bill payment via the Beloit Citizen Portal which is conveniently available 24x7. Customer has complete control of how much and what bills are paid.
4. Enroll in the ACH (Automatic Clearing House) monthly program to eliminate scheduling your payments on line. By enrolling you will authorize Beloit Utilities to automatically debit your savings/checking account on the due date indicated on your billing statement.
5. Encourage disbursement of an electronic check with your Financial Institution to eliminate the writing and mailing of your utility payments. VANCO Solutions, our Clearing House for versatile online payments, will retrieve, consolidate all payments and generate an electronic data file to import into MUNIS.
6. Encourage our customers to utilize the call in method of paying your utility bills with a debit and/or credit card. Our software allows staff to enter your card information in but once entered only the last 4 digits of the card are displayed on your credit card receipt. No other pertinent information is retained by staff or in the computer. This continues to be a very safe and secure option to pay all of your bills.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Finance & Administrative Services Department

**Department:** Finance & Administration

**City of Beloit Strategic Goal:** 1

**Departmental Goal:** 4

**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, 2015. Complete 2014 audit by June 30, 2015.
2. Continue to work with the auditors to adhere to new regulations and reporting requirements.
3. Continue to participate in Government Finance Officer's Association Certificate of Achievement for Excellence in Financial Reporting Program for the Comprehensive Annual Financial Report.
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  
**Departmental Goal:** 3  
**Program:** Accounting/Purchasing - Staff Development

**Objective:**

Increase knowledge and improve productivity of internal staff regarding policies and software applications to improve customer service and operational efficiency.

**Action Steps:**

1. Conduct MUNIS group-training sessions.
  2. Conduct individualized MUNIS training sessions by department as requested.
  3. Assist Human Resources regarding policy training.
- 

**Department:** Finance & Administration  
**City of Beloit Strategic Goal:** 1  
**Departmental Goal:** 3  
**Program:** Accounting/Purchasing – Purchasing Card

**Objective:**

Continue to increase knowledge and improve productivity of internal staff regarding the use of departmental purchasing cards to improve operational efficiency.

**Action Steps:**

1. Continue to review vendor payments currently processed by issuance of a check for small value items for possible conversion to the purchasing card process.
2. Attend annual user conference for the Wisconsin Public Sector Consortium.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Finance & Administrative Services Department

**Department:** Finance & Administrative Services

**City of Beloit Strategic Goals:** 1&3

**Department Goal:** 2&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 the City's need for infrastructure improvements and capital equipment to serve the community, meet service demands, support of economic development initiatives and promoting the City's environmental and sustainability objectives.

**Action Steps:**

1. Begin CIP process in April and complete by August.
2. Begin Budget process in May and complete by end of September.
3. Conduct pre-budget meeting with Council in mid-June to establish priorities for the ensuing year's Budget and CIP.
4. Present the budget and CIP by the first Council meeting in October.
5. Schedule for Council consideration by first meeting 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.

**City of Beloit Strategic Goals: 1&3****Department Goals: 2&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 Strategic Goals: 1&3****Department Goal: 2****Program:** Develop a Long Term Financial Plan**Objective:**

To better prepare for the City's financial future develop a Long-Term Financial Plan. Long-term financial planning is becoming more essential for local governments due to the lingering effects of the recession and uncertainty of the future economy. A LTFP helps to identify future financial challenges and opportunities through financial forecasting and analysis with a goal of financial sustainability. The initial Plan would be limited to the City's general fund and would cover a five year forecast period.

**Action Steps:**

1. Develop a financial environment analysis for the general fund to assess economic trends and identify critical issues.
2. Develop revenue and expenditure forecasts for the five year planning period using trend data and known facts.
3. Develop a fund balance analysis to estimate future fund balances.
4. Identify future imbalances and develop strategies that maintain long-term structurally balanced budgets.
5. There should be some degree of collaboration and cooperation among finance, administration, elected officials, and the public in the development of a LTFP.

## CITY OF BELOIT

2015 STRATEGIC PLAN

### Finance & Administrative Services Department

**City of Beloit Strategic Goal: 1**

**Department Goal: 2**

**Program:** Information Technology - Security

**Objective:**

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

**Action Steps:**

1. Widen security reviews and identify vulnerabilities.
2. Refine disaster plans and test recovery procedures.
3. Expand redundancy through hardware upgrades.
4. Establish a partial cloud-based data storage area.
5. Refine asset disposal procedures to protect data.

***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 Strategic Goal: 4**

**Department Goal: 5**

**Program:** Information Technology - Cooperative

**Objective:**

Establish relationships with other entities to utilize resources efficiently and effectively and reduce duplicated efforts through cooperation and communication.

**Action Steps:**

1. Expand reach with local, county and state technology departments.
  2. Discuss projects, request input, and follow-up with outcomes.
  3. Refine preferred vendor lists from recommendations of other local government entities.
  4. Refine data/communication links to other government technology departments.
- 

**City of Beloit Strategic Goal: 1,5**

**Department Goal: 1,3**

**Program:** Information Systems - Data Delivery Services

**Objective:**

Increase network stability and availability by revitalizing infrastructure to reduce recurring costs and improve customer service by providing faster access, larger bandwidth, and better reliability.

**Action Steps:**

1. Reduce areas of failure and improve redundancy by replacing fatigued hardware.
2. Reduce wireless interference by providing licensed radio links, or change to cable.
3. Expand remote capabilities by adding a mix of wireless, cable and fiber connections.
4. Expand the use of wireless transports for voice/data traffic.
5. Consolidate and move network equipment to increase throughput and reduce energy.

**City of Beloit Strategic Goal:** 1,5

**Department Goal:** 1,3,6

**Program:** Information Technology – Web Services

**Objective:**

Increase data communications internally and externally by improving customer service through continued development of the city's website, domain and intranet.

**Action Steps:**

1. Finalize changes to city owned domain name.
2. Increase information and services to the public via our Internet web site 24/7/365.
3. Expand information and services to our residential, business, and external visitors.
4. Expand the City's and IT Department intranet to help all employees in delivering better/faster customer service.



## CITY OF BELOIT

### 2015 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. Replace sidewalk slabs in and around City Hall
4. Resolve gas meter problem at City Hall with Alliant Energy

**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.

***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.

**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

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Fire Department

### **2015 Strategic Goals:**

1. Through all mitigation, preparedness, response, and recovery strategies continue implementing 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.

### ***Fire Department***

#### ***Vision:***

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

### ***Fire Department***

#### ***Mission Statement:***

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

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

Implement a multifaceted approach to increase general fund appropriations to absorb Staffing for Adequate Fire & Emergency Response (SAFER) grant funded positions by July 7, 2015.

**Action Steps:**

1. Re-apply for SAFER Grant by 1/1/2015.
2. Adopt a program enhancement for the 2015 general fund appropriations to increase funding for 5 FTE for 50% funding in 2015.
3. Adopt a program enhancement for the 2016 general fund appropriations to increase funding for 5 FTE for 100% funding in 2016.

**Fire Department Strategic Goal:** 1, 3 & 4**Division:** Administration**City of Beloit Strategic Goals:** 1 & 3**Program:** Public Relations & Community Awareness**Objective:**

Conduct a joint labor/management public relations campaign to promote an informed constituency of our all hazards emergency preparedness and response capacity and community need.

**Action Steps:**

1. By March 31, 2015 create and produce TV, radio, media campaign with a third party multi-media firm specializing in public safety education.
2. By February 15, 2015 develop print materials that identify and compare the difference in the workload, safety, and outcome between using 15, 16, and 17 personnel on the initial alarm of a fire incident.
3. By April 1, 2015 identify, develop, and produce a public canned speaking presentation on all hazards community risk within the City of Beloit.
4. By May 1, 2015 develop and produce canned public speaking presentations that focus on “What is an Emergency” and “When to Call”.
5. By May 1, 2015 develop and produce a canned public speaking fire safety presentation on “New Fire Behavior” focusing on the concepts of fire flow dynamics.
6. By June 1, 2015 develop and produce a canned public awareness presentation on all non-emergency functions and responsibilities of the fire department.
7. Promote and schedule public speaking engagements with area civic groups educating the public about fire and paramedic services completing at one public speaking engagement per month in 2015.
8. Utilizing Department Public Information Officers promptly report department activities both emergency and non-emergency to increase awareness of community through common media outlets.

**Fire Department Strategic Goal: 2****Division:** Administration**City of Beloit Goal:** 1 & 3**Program:** Succession Planning & Leadership Development**Objective:**

Develop and implement a formal mentorship program to prepare employees for ascension to leadership in an effort to preserve organizational memory, grow our most valuable resource to maximum potential, and facilitate smooth transition of leadership when change occurs.

**Action Steps:**

1. Create a mentoring committee by January 1, 2015.
  2. Review and revise all job descriptions in the department by July 1, 2015
  3. Develop and create a program that produces a formal documented mentoring process for each job description in the fire department December 31, 2015
  4. Conduct training on mentoring for the entire department by January 31, 2016
  5. Conduct mock mentoring interactions through the First Quarter of 2016.
  6. Evaluate final mentoring products across the organization by March 31, 2016.
  7. Utilize mentoring products as they are developed for promotions or appointments that occur in the interim.
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**Fire Department Strategic Goal: 1 & 2****Division:** Administration**City of Beloit Goal:** 1 & 3**Program:** Organizational Communications**Objective:**

Improve communications throughout organization that facilitate growth of trust and the development of servant leadership.

**Action Steps:**

- Internal Communications-
  1. By January 1, 2015 schedule monthly meetings adjacent to department training with the Chief for open round table discussions.
  2. By January 1, 2015 the Chief will develop and implement regular coffee table discussions with line personnel.
  3. Beginning Second Quarter 2014 conduct quarterly staff meetings with the Captains.
  4. By March 1, 2015 conduct annual department expectations training.
- External Communications-
  1. By March 31, 2015 increase attendance of line personnel to City Council and Police & Fire Commission (PFC) Meetings.

**Fire Department Strategic Goal: 1**

**Division:** Administration

**City of Beloit Goal:** 1 & 3

**Program:** Department Commodities Management

**Objective:**

To develop efficiency and savings in the acquisition of fire department equipment, uniforms, and general commodities.

**Action steps:**

1. By January 30, 2015 review current inventory practices for all products utilized by the department.
2. By June 1, 2015 identify procurement efficiencies that will reduce inventory, maximize savings, improve product diversity and availability, and streamline order receipt and tracking procedures.
3. By July 1, 2015 revise department procurement policy and train personnel on its implementation and accountability.

## CITY OF BELOIT

### 2015 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 2015 fire prevention plan by December 2014.
2. Provide public education personnel with the resource required to meet Performance Measure by June 2015.
3. Complete and assign public education service announcement plan by January 2015.

### ***Fire Department Vision:***

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

### ***Fire Department Mission Statement:***

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

**Objective:**

Develop a comprehensive public education program that will better utilize current technological resources and social media sites in an effort to provide fire prevention education to a wider range of the Beloit population.

**Action steps:**

1. By January 31, 2015 develop a schedule of open houses for the department that will be aimed at providing educational information to the general public. The information presented can be related to Emergency Medical Staff (EMS) operations, fire pit use and burning regulations within the city, smoke/CO alarm maintenance, water safety, hydrant clearing in the winter, and fireworks use.
2. Beginning January 31, 2015 develop a fire prevention presentation that will be presented to various organizations, clubs, and service groups aimed specifically at fire prevention for adults in the community.
3. By March 1, 2015 develop a social media page on Facebook and or Twitter that will be used to relay pertinent fire prevention messages as well as other pertinent fire department information to the public.
4. By October 1, 2015 develop a plan to improve the fire department's web site so that it is current and up to date. A section on frequently asked questions related to burning regulations, fire pit use as well as other questions should be included in this web site update.



## CITY OF BELOIT

### 2015 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 12/2015.
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.

**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 6/14.
2. Determine practicality and cost benefit of expending resources needed to address deficient issues by 12/14.
3. Determine a plan and process to address deficient issues by 12/15.
4. Begin process of resolving identified deficient issues by 12/15.
5. Request ISO reevaluation by 12/16.

***Fire Department***

***Vision:***

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

***Fire Department***

***Mission Statement:***

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

**Objective:**

Inventory and upgrade Self Contained Breathing Apparatus and Inline Respirator Systems by 12/31/2015

**Action Steps:**

1. Identify SCBA resources needs and prepare specifications for public bidding process by December 31, 2014.
2. Publish and complete public bid selection process by December 31, 2014.
3. Place order by July 31, 2015.
4. Receive, label, inventory, train and place in service new SCBA by 12/31/2015.

**Objective:**

Inventory and upgrade department hydraulic powered extrication equipment by 12/31/2016.

**Action Steps:**

1. Identify through regional collaboration gaps in extrication capacity, and identify aging/failing equipment by April 1, 2015.
2. Submit CIP request as indicated in the 2015 Budget Calendar.
3. Identify Hydraulic Extrication Tool resource needs and prepare specifications for public bidding process by March 31, 2016.
4. Publish and complete public bid selection process by July 1, 2016.
5. Place order by July 30, 2016.
6. Receive, label, inventory, train and place in service new SCBA by 12/31/2016.

**Objective:**

Develop and implement a vehicle replacement plan for the departments aged fleet by 12/31/2015.

**Action Steps:**

1. Form and charter a joint labor management apparatus committee by 12/31/2014.
2. Complete an inventory and condition study of the fire department fleet by 12/31/2014.
3. Develop a revised replacement schedule to prioritize replacement of vehicles based on current condition and staggered year replacement to reduce impact to CIP Budget by 4/30/2015.
4. Submit CIP request as indicated in the 2015 Budget Calendar.
5. Identify specifications for replacement apparatus by 12/31/2015.

## CITY OF BELOIT

### 2015 STRATEGIC PLAN

## Fire Department

**Fire Department Strategic Goals:** 4 & 5

**Division:** Ambulance

**City of Beloit Strategic Goals:** 1 & 3

**Objective:** Better utilize our current technological capabilities to develop a process to decrease the amount of paper copies of Emergency Medical Staff (EMS) reports that are currently generated by ambulance calls.

**Action steps:**

1. By January 30, 2015 develop the ability to download all Electrocardiogram (ECG) strips to the patient care reports in Imagetrend. A training program on downloading ECG's will also be developed during this time period for all departmental personnel.
2. By February 28, 2015 complete the necessary training for all personnel on how to download ECG reports.
3. March 1, 2015 begin downloading the ECG's in to the patient care reports therefore eliminating the need to leave a QA copy of the reports at Beloit Hospital.
4. Beginning April 1, 2015 begin working with Beloit Health System IS to integrate the BFD Imagetrend reports so that it merges with Beloit Health System's Cerner program.

***Fire Department  
Vision:***

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

***Fire Department  
Mission Statement:***

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  2. By February 28, 2015 complete the necessary training for all personnel on how to download ECG reports.
  3. March 1, 2015 begin downloading the ECG's in to the patient care reports therefore eliminating the need to leave a QA copy of the reports at Beloit Hospital.
  4. Beginning April 1, 2015 begin working with Beloit Health System IS to integrate the BFD Imagetrend reports so that it merges with Beloit Health System's Cerner program.
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**Objective:** Complete all data entry requirements needed in CodeStat to track patient cardiac arrest survival rates for educational and quality control purposes.

**Action steps:**

1. By January 1, 2015 assign a paramedic coordinator to obtain all cardiac arrest report information for patient care reports that have been uploaded in to CodeStat. The assigned coordinator will be able to access the administrative side of Imagetrend in order to complete this project by this date also.
2. By February 1, 2015 ensure that the assigned coordinator is proficient with all aspects of CodeStat and that they are able to use the program to obtain any needed information. This will be measured by the accuracy of data in the reports generated.
3. By July 1, 2015 check on the progress of the project and determine if a second coordinator may need to be assigned to the project in order to help with data entry.
4. As part of the QA process for cardiac arrest calls all personnel will receive a print-out summary report of the response personnel's performance. This will be implemented by September 30, 2015.
5. By December 1, 2015 assess the overall progress of the program. The goal will be to have 95% of all of the cardiac arrest cases downloaded in to the database.