

**City of Beloit, Wisconsin's Strategic Plan
October 2016- October 2018**

Core Organizational Values:

- B – Be safe:** Safety comes first. We each play a role in the health, safety and welfare of the public at large and must act in ways that enhance our own personal safety, the safety of our co-workers and those we serve.
- E – Ethical behavior:** We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other. We do what we say we are going to do.
- L – Leadership** is developed and shared throughout the organization with an emphasis on continuous improvement.
- O – Outstanding public service:** We are committed to providing outstanding services to our diverse public and internal customers.
- I – Inclusion of diverse people and ideas:** We respect the unique contributions of our fellow employees, citizens, groups, and organizations throughout the community by seeking out their opinions, talents, and needs.
- T – Teamwork to creatively solve problems:** We are a team of diverse employees, working internally across departments and divisions, as well as externally with our many stakeholders to creatively solve problems.

Vision:

The City of Beloit's vision is to become a place anyone could proudly call home for a lifetime.

Mission:

The City of Beloit's mission is to provide outstanding public service.

Strategic Goals:

1. Create and sustain safe and healthy neighborhoods.

- A. Reduce crime, fear, and disorder.
- B. Engage residents, businesses, and community organizations.
- C. Minimize injury; prevent loss of life, property, and natural resources.
- D. Focus on community revitalization that incorporates people, property and physical security.
- E. Ensure safe roadways to provide for public safety and economic security.

Key initiatives:

1. Utilize crisis intervention techniques, de-escalation tactics and strategies for dealing with persons suffering from mental health issues.
2. Demonstrate a measurable increase in the usage of social media by the community to report tips and act as force multiplier for solving crimes, locating missing persons, etc.
3. Utilize critical community contacts to act as liaisons to larger community groups when messaging critical or sensitive information.
4. Improve the quality of the housing stock.
5. Reduce the number of vacant and abandoned properties
6. Reduce the density of rental units.
7. Promote mixed income neighborhoods
8. Encourage quality private investment.
9. Increase programming for job training and life skills education.
10. Create additional programming for youth and facilitate coordination between local agencies that provide services to youth.
11. Increase the involvement of residents in their neighborhoods.
12. Increase outreach, visibility, and collaboration among existing organizations and programs.

Performance indicators:

- Increase in assessed value in the Westside Target Area.
- Reduction in the number of vacant/abandoned properties.
- Decrease in the density of rental units.
- Value of building permits issued and comparison to prior years.
- Increase in the number of homeowners in neighborhoods with over 40% rental.
- Increase clearance of shots fired and felony firearms arrests.
- Reduce outstanding felony warrants, reduce time from crime to arrest.

Lead Departments: Police, Fire, Community Development, Public Works

Lead Divisions: Community and Housing Services; Planning and Building Services; CDBG; HOME; Beloit Housing Authority; Police Administration; Patrol; Special Operations; Support Services; Fire Administration; Fire Inspection & Prevention; Fire Fighting & Rescue; Ambulance; Snow and Ice Removal; Solid Waste

2. **Create and sustain a “high performing organization”** which means a sense of common purpose, constant improvement throughout the organization, tapping into employee talent and innovation, recognizing leadership at all levels.
- A. Strive to recruit and retain a diverse workforce within our organization that reflects the community we serve.
 - B. Establish an organization wide understanding of what high quality public service means and provide appropriate training.
 - C. Implement hours, wages, and working conditions that increase motivation, performance, and satisfaction of represented and non-represented employees, while maintaining organizational flexibility, oversight, and responsiveness to our community.
 - D. Partner with other jurisdictions and organizations.
 - E. Emphasize fiscal responsibility.
 - F. Consider mergers, reorganization or other methods to fill vacancies where possible.
 - G. Identify, create, and implement operational synergies that accentuate service delivery and efficiency across all City departments and divisions.

Key initiatives:

1. Through the use of Police/Fire Assessment and Recruitment Teams, fill all openings with competent and diverse individuals.
2. Empower employees by providing training and education opportunities in order to promote a high standard of public service.
3. Update non-represented manual and negotiate Police, Fire, and Transit union contracts that expire December 31, 2017.
4. Maintain and improve communications and positive working relationships with other local government partners.
5. Recommend operational changes to increase efficiencies and reduce costs as well as review the City’s self-insured health plan in order to provide sustainable benefits.
6. Merge City Clerk and City Treasurer Divisions to enhance customer experiences while creating a more streamlined approach to service delivery.
7. Work collectively as a team to break down barriers and improve communication among Departments and Divisions, in order to provide the best service to the community.

Performance indicators:

- Vacancies filled and increased level of diversity as a percentage of total employees.
- Number of city-wide trainings sessions provided and attendance numbers.
- Year-end balance of the City’s health insurance fund (Active & Retiree)

Lead Departments: City Manager’s Office, Finance and Administration, Human Resources, City Attorney and Information Technology

Lead Divisions: City Clerk; Assessor’s Office; Treasury; Accounting and Purchasing; Finance; Risk Management

3. Create and sustain economic and residential growth.

- A. Retain existing businesses and promote their growth and expansion.
 - i. Conduct Business Retention & Expansion (BRE) interviews. Constantly update master list of major employers and track BRE calls.
- B. Attract complimentary new development.
 - i. Maintain the ability to respond rapidly to site selection Request for Information (RFI's).
 - ii. Promote Development in the Gateway project area.
 - iii. Continue a proactive countywide marketing campaign of the Gateway Business Park and the region via Rock County 5.0.
- C. Develop a high quality workforce and link employers and prospective employees.
 - i. Continue to support Business Education Partnership initiatives.
 - ii. Support all regional workforce skill training programs
 - iii. Support Inspire Rock County project.
 - iv. Participate in the Talent Recruitment Consortium.
 - v. Support Community Connect and Community Concierge Programs.
 - vi. Encourage the recruitment of minorities and young professionals through the Leadership Development Academy Program and Rising Young Professionals Program.
- D. Foster regional partnerships to promote development.
 - i. Enhance communication between vision Beloit partners to coordinate activities, and avoid redundancies.
 - ii. Continue to leverage the advantages of collaborating with regional economic development partners.
- E. Leverage private investment, create jobs and increase tax base.
 - i. Effectively utilize all local, state and federal incentives to leverage private investment and job retention/creation.

Key initiatives:

1. Develop a long term financial plan for the Gateway Business Park.
2. Implement an effective annual business retention program targeting high-value companies to build one-on-one relationships using a trained retention team, appropriate software and sharing results with appropriate parties.

Performance indicators:

- Number of acres sold, square footage developed, and jobs created.
- Number of direct marketing activities involved in.
- Respond to all RFI's by deadline or within 48 hours.
- Track and document economic development activity, reporting results to City Council on quarterly and annual basis.

Lead Departments: Economic Development, Community Development and Beloit Public Library

Lead Divisions: Planning and Building Services; Downtown Beloit Association

4. Create and sustain a high quality of life.

- A. Provide clean, safe and attractive parks and related facilities.
- B. Provide complimentary recreational and athletic programs.
- C. Increase literacy and provide lifelong learning opportunities.
- D. Remove hazardous trees that are a risk to the public and aesthetically maintain the urban forest.

Key initiatives:

- 1. Implement long term plan to remove all dead ash trees from public property.
- 2. Expand electronic offerings at the library.

Performance indicators:

- # of trees removed, # of stumps removed, % of each remaining
- Increase use of downloadable A/V and database collections
- Average time to clear main streets during a snow event.

Lead Departments: Beloit Public Library and Public Works

Lead Divisions: Parks and Leisure Services including, Parks, Recreation, Grinnell Hall, and Golf Course; Forestry

5. Create and sustain high quality infrastructure and connectivity; including roads, bridges, streets, sidewalks, bike paths and fiber optics, as well as water, wastewater, storm water and solid waste services. Maintain city facilities and plan for future needs.

- A. Create ongoing funding and planning for extended fiber optic network.
- B. Create citywide facility maintenance program, incorporating buildings and maintenance.
- C. Manage CIP program and adequately plan for future needs.
- D. Continue to promote public transportation and explore new routes to serve future development and existing areas which are underserved.

Key initiatives:

- 1. Demonstrate progress in the evaluation and implementation of the Rock River Total Maximum Daily Load (TMDL)
- 2. Implement Transit Development Plan
- 3. Ensure water quality meets or exceeds Safe Drinking Water Act Standards

Performance indicators:

- Sampling program results.
- % of water meters tested and replaced

Lead Departments: Public Works and Information Technology

Lead Divisions: Transit; Wastewater Utility; Water Utility; Storm Water Utility; PW Engineering; CIP Engineering; MPO; PW Operations, Streets; Operations; Fleet

6. Create and sustain a positive image, enhance communications, and engage the community.

- A. Update City logo.
- B. Refresh City website.
- C. Focus on social media.
- D. Create a more detailed citywide communications strategy.
- E. Integrate community communication, outreach and engagement strategies throughout the organization.

Key initiatives:

- 1. Create Beloit branding and motto.

Performance indicators:

- Increase # of social media followers by 10% annually

Lead Departments: City Council and City Manager's Office