



2018-2020

CITY OF BELOIT  
STRATEGIC PLAN

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City of Beloit  
**MISSION &  
VALUES**

## MISSION:

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

## 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, residents, 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.

*We define diversity referenced in our values in the most inclusive fashion, including, but not limited to:*

- Understanding that each individual is unique and recognizing individual differences.
- A representation of fairness and protection to all, regardless of age, gender or gender identification, race/ethnicity, religion, sexual orientation, national status/origin, veteran status, socio-economic status, political beliefs or disability.
- We also recognize and encourage cognitive diversity including the blending of different backgrounds, experiences, and perspectives within teams, including a variety of levels and tenure within the organization.

## CITY COUNCIL

### President Kevin Leavy (2018-2020)

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Email: leavyk@beloitwi.gov



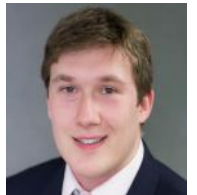
### Vice President Regina Dunkin (2018-2020)

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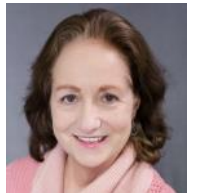
### Clinton Anderson (2017-2019)

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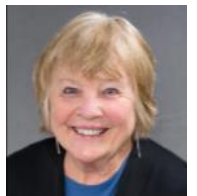
### Sherry Blakeley (2017-2019)

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### Nancy V. Forbeck (2017-2019)

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### Beth Jacobsen (2018-2020)

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### Mark Preuschl (2018-2020)

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1



Create and Sustain  
**SAFE AND  
HEALTHY  
NEIGHBORHOODS**

## OBJECTIVES:

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

## KEY INITIATIVES:

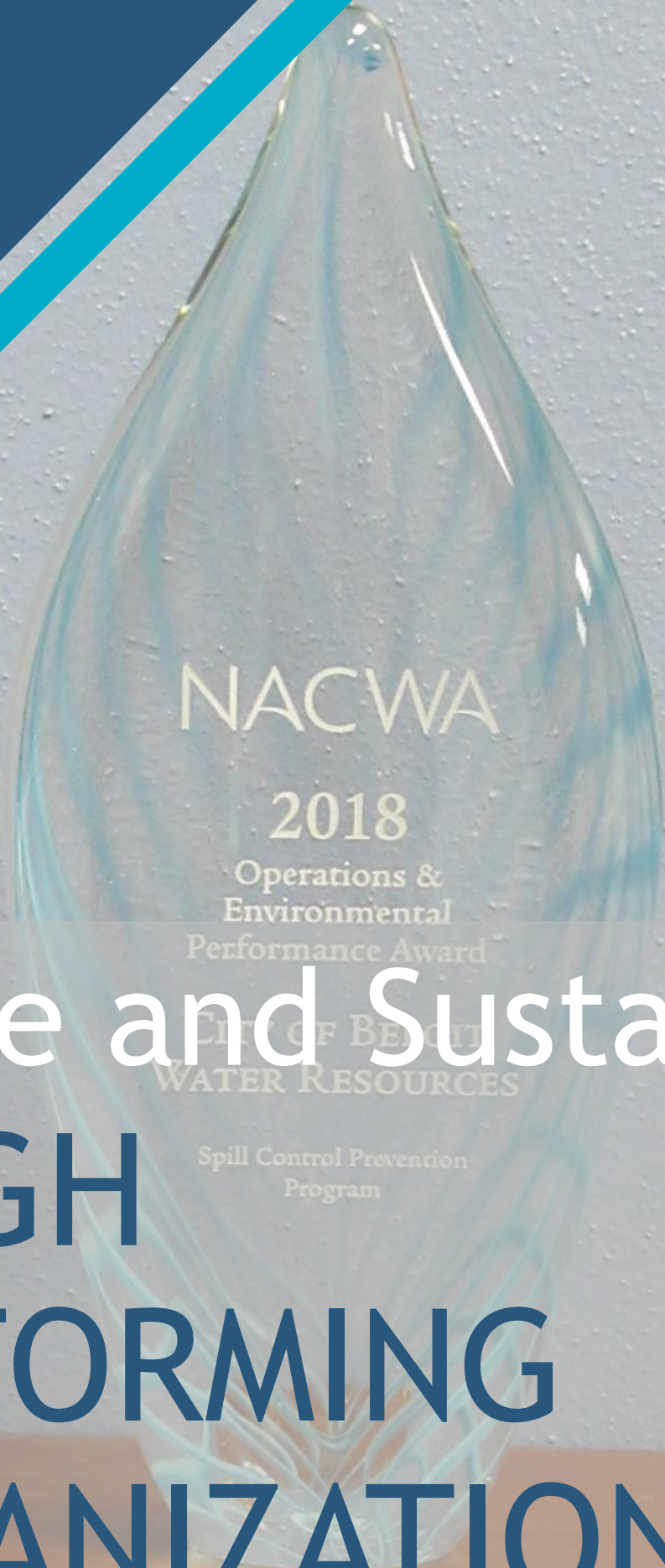
- Utilize crisis intervention techniques, de-escalation tactics and strategies for dealing with persons suffering from mental health issues.
- Demonstrate a measurable increase in the usage of social media by the community to report tips and act as force multiplier for solving crimes, locating missing persons, etc.
- Utilize critical community contacts to act as liaisons to larger community groups when messaging critical or sensitive information.
- Create a Vacant and Abandoned Properties (V/AP) Cross-Departmental Task Force.
- Partner with ACTS Housing to promote home ownership.
- Improve the quality of the housing stock.
- Reduce the number of vacant and abandoned properties.
- Reduce the density of rental units.
- Promote mixed income neighborhoods.
- Encourage quality private investment.
- Increase programming for job training and life skills education.
- Create additional programming for youth and facilitate coordination between local agencies that provide services to youth.
- Increase the involvement of residents in their neighborhoods.
- Increase outreach, visibility, and collaboration among existing organizations and programs.
- Improve neighborhood security by reducing dark spots with enhanced lighting.
- Provide safe drinking water; replace lead services and reduce system-wide water losses.

## 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.
- Decrease occurrence of violent crime and shots fired.
- Increase the clearance rate for violent crime and shots fired.
- Increase arrests for illegal firearm possession.
- Increase community perception of safety.
- Increase physical safety of public spaces.
- Increase community engagement.
- Trim trees to raise tree canopies and distribute LED light bulbs to increase illumination.
- Increase number of lead water lines retired from prior year.

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2



Create and Sustain  
**A HIGH  
PERFORMING  
ORGANIZATION**

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, and recognizing leadership at all levels.

## OBJECTIVES:

- Strive to recruit and retain a diverse workforce within our organization that reflects the community we serve.
- Establish an organization wide understanding of what high quality public service means and provide appropriate training.
- 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.
- Partner with other jurisdictions and organizations.
- Emphasize fiscal responsibility.
- Consider mergers, reorganization or other methods to fill vacancies where possible.
- Identify, create, and implement operational synergies that accentuate service delivery and efficiency across all City departments and divisions.

## KEY INITIATIVES:

- Through the use of Police/Fire Assessment and Recruitment Teams, fill all openings with competent and diverse individuals.
- Increase cultural competence of the City's workforce to reflect our diverse population.
- Develop and implement a hiring plan for the City.
- Empower employees by providing training and education opportunities in order to promote a high standard of public service.
- Help employees create personal and professional goals.
- Update non-represented personnel manual.
- Maintain and improve communications and positive working relationships with other local government partners.
- 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.
- 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).
- Reduce time to complete snow/ice operation by removal of parked cars through awareness and code enforcement.
- Develop comprehensive plan of the obsolete and underutilized assets and proper future disposition with resident input for repurposing, retiring, or reinvestment.
- 90% of annual CIP projects are complete within budget and on time.
- Reduce number of reportable workers' compensation incidences.
- Reduce vehicle and equipment accident reports and costs of repairs.
- Increase overall workforce diversity.
- Transition from Uniform Crime Reporting (UCR) to Incident Based Reporting System (IBRS).

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Create and Sustain  
**ECONOMIC AND  
RESIDENTIAL  
GROWTH**



## OBJECTIVES:

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

## KEY INITIATIVES:

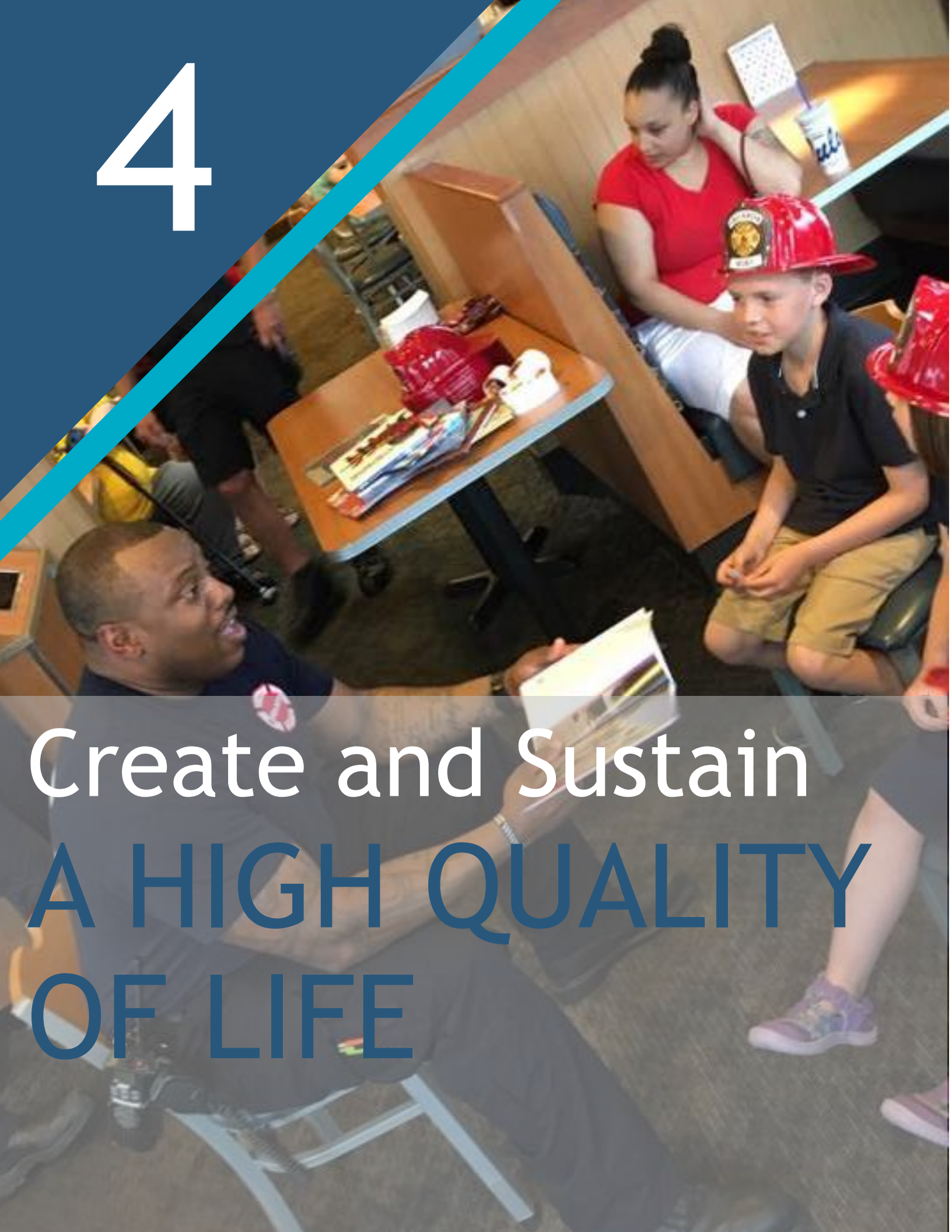
- Develop a long term development and financial plan for the Gateway Business Park.
- Implement an effective annual business a retention program targeting high-value companies to build one-on-one relationships using a trained retention team, appropriate software and sharing results with appropriate parties.
- Collaborate with employers to identify public transportation needs of employees to aid business retention and growth.
- Protect future development opportunities for the City through careful evaluation of Town of Beloit Incorporation effort.
- Promote the Ho-Chunk casino, hotel, convention center and retail complex.
- Proactively market a variety of housing sites and encourage new construction.

## PERFORMANCE INDICATORS:

- Number of acres sold, square footage developed, and jobs created.
- Number of direct marketing activities involved in.
- Respond to all RFIs by deadline or within 48 hours.
- Track unemployment rate.
- Track and document economic development activity, reporting results to City Council on quarterly and annual basis.
- Measure work trip usage of public transit system by Beloit business employees.

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Create and Sustain  
**A HIGH QUALITY  
OF LIFE**

## OBJECTIVES:

- Provide clean, safe and attractive parks and related facilities.
- Provide access to diverse recreational activities for health, well-being, entertainment and character development.
- Increase literacy and provide lifelong learning opportunities.
- Remove hazardous trees that are a risk to the public and aesthetically maintain the urban forest.

## KEY INITIATIVES:

- Implement long term plan to remove all dead ash trees from public property.
- Expand electronic offerings at the library.
- Maintain passable arterial roadways and complete snow/ice operations.
- Develop surveys for recreation program participants to obtain feedback on customer satisfaction.
- Adopt Park, Outdoor Recreation and Open Space (POROS) Plan and Regional Bicycle/Pedestrian Path Plans.
- Leverage partnerships with organizations to strengthen the delivery of community recreation activities.
- Continue to support and participate in the Literacy for Life Initiative.
- Turtle Creek Park Revitalization.

## PERFORMANCE INDICATORS:

- # of trees removed, # of stumps removed, % of each remaining.
- Increase use of downloadable A/V and database collections.
- Time to clear main streets during a snow event: average goal of 6 hours.
- 90% of recreation program participants are satisfied with program offerings and outcomes.
- Increase program participation by increased attendance through public transportation.
- Increase linear footage of multi-modal trails through either off-road or striped pavement.
- Continue partnership with Welty Environmental Adventure Camp program and increase participation.
- Provide 30 books per month to children visiting City Hall from donations.

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Create and Sustain  
**HIGH QUALITY  
INFRASTRUCTURE  
AND CONNECTIVITY**

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.

## OBJECTIVES:

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

## KEY INITIATIVES:

- Demonstrate progress in the evaluation and implementation of the Rock River Total Maximum Daily Load (TMDL).
- Implement Transit Development Plan.
- Ensure water quality meets or exceeds Safe Drinking Water Act Standards.
- Reduce total deferred capital repair and replacement needs.
- Evaluate a future new Police Department/City Hall.

## PERFORMANCE INDICATORS:

- Sampling program results.
- % of water meters tested and replaced.
- Implement a work order tracking system and completion guidelines.
- Reduction in phosphorus to the WPCF and participation in phosphorus banking program.
- Increase Transit ridership and maintain current city subsidy % by leveraging State and Federal funds.
- Utilize CareerTek partnership to reduce deferred maintenance.

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An aerial photograph of a lush green golf course. A winding pond is visible in the lower-left quadrant, reflecting the sky. The course is surrounded by dense green trees, and in the far distance, a large white building, likely a university campus, is visible under a clear sky. A dark blue diagonal banner with a white border is positioned in the top-left corner.

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Create and Sustain  
**A POSITIVE IMAGE,  
ENHANCE  
COMMUNICATIONS &  
ENGAGE THE COMMUNITY**

## OBJECTIVES:

- Provide important, timely and accurate information to residents and customers using a variety of communication channels.
- Create and integrate a more detailed citywide communications, outreach and engagement strategy that involves enhanced internal communications, media relations, and community involvement.
- Enhance social media outreach throughout the organization.
- Update the employee intranet to integrate communication, outreach and engagement strategies throughout the organization.
- Refresh city website so that it positively showcases our community, reaches a digital audience, is easy to navigate, and contains accurate, updated information.
- Use video, digital and multimedia content to enhance communications and community perception.
- Aggressively and creatively pursue and engage resident input throughout the community.
- Support partners who provide educational opportunities to our community.

## KEY INITIATIVES:

- Post personnel updates, new hire information, and City Council recaps to the intranet to keep all employees informed and engaged.
- Prepare a Krueger Pool Strategy Plan.
- Review ways to maximize the Krueger-Haskell Golf Course.
- Provide quarterly communications update to the City Council.
- Create a centralized advertising plan to showcase the organization with one voice.

## PERFORMANCE INDICATORS:

- Grow city social media pages (government, fire, golf, parks, and public works) by 15% year over year, grow police department page by 10% year over year.
  - Measure growth in fan base
  - Measure total reach
- Maintain or increase social media engagement rate (clicks, likes, reactions, and comments vs. total reach)
  - Measure engagements

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CITY HALL  
100 STATE ST., BELOIT, WI  
[WWW.BELOITWI.GOV](http://WWW.BELOITWI.GOV)



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