



2018-2020

**CITY OF BELOIT
STRATEGIC PLAN**



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.



Create & Sustain
**SAFE & HEALTHY
NEIGHBORHOODS**

Safe & 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.

Safe & Healthy Neighborhoods - 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.**

Safe & Healthy Neighborhoods - 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.**

A glass award trophy with engraved text. The text on the trophy includes 'NACWA', '2018', 'Operations & Environmental Performance Award', 'CITY OF BELOIT', 'WATER RESOURCES', and 'Spill Control Prevention Program'.

NACWA

2018

Operations &
Environmental
Performance Award

Create & Sustain

A HIGH PERFORMING

ORGANIZATION

A High Performing Organization - Objectives

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.

- 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.

A High Performing Organization - 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 work force 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.

A High Performing Organization - 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).



Create & Sustain

ECONOMIC & RESIDENTIAL

GROWTH

Economic & 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.

Economic & Residential Growth - Key Initiatives

- Develop a long term development and financial plan for the Gateway Business Park.
- 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.
- **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.

Economic & Residential Growth - 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.**



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

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.

A High Quality of Life - 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.**

A High Quality of Life - 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.**



Create & Sustain

**HIGH QUALITY
INFRASTRUCTURE**

High Quality Infrastructure - Objectives

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.

- 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.

High Quality Infrastructure - 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.**

High Quality Infrastructure - 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.**



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

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.

A Positive Image, Enhance Communications & Engage the 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

A Positive Image, Enhance Communications & Engage the Community - 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