

CITY OF BELOIT STRATEGIC PLAN 2024



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Items in orange italics have been identified as top City Council priorities for 2024.

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:** 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.

STRATEGIC FRAMEWORK

We are committed to incorporating frameworks of Equity, Diversity, Inclusion & Belonging and Sustainability in all areas of the Strategic Plan and in the daily operations of the City of Beloit.

EQUITY, DIVERSITY, INCLUSION AND BELONGING: *What Is Equity, Diversity, Inclusion and Belonging?*

Inclusion of diverse people and ideas is a core organizational value for the City of Beloit. It is also a lens through which we view everything we do both inside the organization (internal) and for the community (external). This lens requires the understanding and integration of the concepts of diversity, equity and inclusion to achieve the ultimate goal of belonging.

These words are commonly used interchangeably. It is essential to differentiate these terms and to create shared meaning in order to achieve mutual understanding.

One of the ways to achieve this is to acknowledge unconscious bias. All humans have biases based on their experiences and viewpoints. Rather than pretending to be all-inclusive all the time, we must tap into our vulnerability and openly acknowledge biases-no more claiming color, age or gender blindness. Recognizing unintentional bias helps create learning that moves organizations and communities toward inclusion and environments where all individuals feel they can be authentic and belong.



SUSTAINABILITY: *What is sustainability?*

The City of Beloit supports a simple model of sustainability that consists of three "pillars": environmental sustainability, economic sustainability, and social sustainability. These three pillars are interrelated and true sustained community wellbeing is not achievable without addressing all three.

The most widely accepted definition of sustainable development emerged from the United Nation's Brundtland Commission, which in 1987 defined it as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." This framework establishes the necessity of responsibly managing our environment and resources.



The three interconnected elements of sustainability. *Image credit: NicePNG*



Environmental Sustainability:

Environmental sustainability requires that we live within the means of our natural resources and work to preserve and improve the natural environment. We must use land, water, and energy in a responsible manner that ensures the health of our natural environment and considers the scarcity of the resources we are consuming. This is achieved by adopting policies and programs that preserve, protect, and enhance our natural environment to protect future generations. The City of Beloit wants to foster a resilient community that maintains and protects existing resources.



Economic Sustainability:

Economic sustainability means that we make decisions in an economically and fiscally responsible way. We must consider the health of our local economy and strive to establish an environment that allows businesses to grow and thrive in the City of Beloit. The success of the local economy and businesses allows the City of Beloit to maintain financial solvency and continue to provide residents with outstanding public services that ensure a high quality of life. Economic sustainability also means equitable access to employment opportunities. The City of Beloit wants to strengthen the economic outlook and encourage private adoption of sustainable business practices.



Social Sustainability:

Social sustainability means that we make decisions that are in the best interest of the health and well-being of our residents. The City of Beloit must be committed to building a healthy community. The City of Beloit should provide its residents with information and resources on healthy living and invest in programs that promote healthy lifestyles or prevent negative health consequences. A massive element of social sustainability is also the strength of the community, which is measured by the sum of the social connections and shared values. The City of Beloit wants to improve the health and wellness of Beloit residents and create a shared community value of sustainability and environmental protection.

STRATEGIC GOALS OVERVIEW

GOAL 1: CREATE AND SUSTAIN SAFE AND HEALTHY NEIGHBORHOODS

Create and sustain safe and healthy neighborhoods by reducing crime, fear, and disorder through community collaboration, community revitalization, and ensuring public safety and economic security using honorable and progressive methods.

GOAL 2: CREATE AND SUSTAIN A HIGH PERFORMING ORGANIZATION

A high performing organization is one with a common sense of purpose, constant improvement, taps into employee talent and innovation, recognizes leadership at all levels, and is representative of the community we serve.

GOAL 3: CREATE AND SUSTAIN ECONOMIC AND RESIDENTIAL GROWTH

Foster investment and job growth thereby improving the quality of life, educational attainment, housing availability and affordability, resulting in prosperity for all.

GOAL 4: CREATE AND SUSTAIN A HIGH QUALITY OF LIFE

Provide and maintain a vibrant community to work, live, and play within a sustainability framework that creates environmental, economic, and social opportunities to ensure the long-term viability of the community for current and future generations.

GOAL 5: CREATE AND SUSTAIN HIGH QUALITY INFRASTRUCTURE AND CONNECTIVITY

Provide 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.

GOAL 6: CREATE AND SUSTAIN ENHANCED COMMUNICATIONS & COMMUNITY ENGAGEMENT, WHILE MAINTAINING A POSITIVE IMAGE

Provide engaging and transparent information to residents and community members using inclusive, modern and strategic methods.

Goal 1: Create and Sustain Safe and Healthy Neighborhoods

Create and sustain safe and healthy neighborhoods by reducing crime, fear, and disorder through community collaboration, community revitalization, and ensuring public safety and economic security using honorable and progressive methods.

Items in orange italics have been identified as top City Council priorities for 2024.

A. Reduce crime, fear, and disorder.

Key Initiative	Performance Measure
1. Create and sustain safe neighborhoods by reducing crime, fear, and disorder through community collaboration using honorable, progressive policing.	Report comparative data from incident-based reporting and clearance rates: <ul style="list-style-type: none">- Decrease crimes against persons.- Decrease property crimes.- Decrease crimes against society.- Increase clearance rates of crimes against persons.- Increase clearance rates of property crimes.- Increase clearance rates of crimes against society.
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.	<ul style="list-style-type: none">- Number of Crime Stopper tips received.

B. Engage residents, businesses, and community organizations.

Key Initiative	Performance Measure
1. Support programming for job training and life skills education.	- Number of individuals participating in job training and life skills education through CDBG supported programming.
2. Support programming for youth and continue coordination between local agencies that provide services to youth.	- Number of individuals participating in youth programming through the CDBG supported services. - Number of individuals participating in city sponsored youth recreational programming. - Increase diversity and inclusivity of youth programming.
3. Increase the opportunity for involvement and education of residents in their neighborhoods.	- Number of annual neighborhood clean-ups. - Number of formal community events (listening and education sessions).
4. Connect residents to services that meet their needs.	- Number of residents assisted by the system navigators.

C. Minimize injury; prevent loss of life, property, and natural resources.

Key Initiative	Performance Measure
1. Coordinate safety trainings through our insurance provider with our Loss Control Specialist.	- Number of trainings, trainees, employee injuries, and workers comp lost work days.
2. Through voluntary compliance and enforcement of traffic laws reduce the number of vehicle crashes.	- Reduce number of vehicle crashes and injury vehicle crashes.

D. Focus on community revitalization that incorporates people, property and physical security.

Key Initiative	Performance Measure
1. Continue to partner with ACTS Housing to promote home ownership.	- Number of houses sold to Acts Housing.
2. Improve the quality of the housing stock.	- Total value of building permits for residential improvement projects.
3. Reduce the number of vacant and abandoned properties.	- Number of vacant/abandoned properties in Beloit.
4. Reduce the density of rental units.	- Decrease in the density of rental units.
5. Increase homeownership in the City's single-family neighborhoods.	- % of single-family houses that are owner-occupied.

E. Ensure adequate public infrastructure that provides for public safety and economic security.

Key Initiative	Performance Measure
1. Reduce the number of privately-owned lead water services by obtaining grant funding for replacement.	- Number of privately owned lead water service laterals replaced through grant funding.
2. Implement program where residents can test water in their home for lead.	- Number of test kits provided to residents.

F. Provide quality fire inspection and enforcement initiatives to minimize potential hazards.

Key Initiative	Performance Measure
<p>1. Continue to work with the community, concentrating on building and business owners to gain code compliance.</p>	<ul style="list-style-type: none"> - Percentage of businesses receiving follow-up inspections for fire code violations. - Percentage of businesses providing proof of annual service testing of installed fire protection systems.
<p>2. Develop a comprehensive Community Risk Reduction Plan that promotes fire safety and emergency preparedness within the community.</p>	<ul style="list-style-type: none"> - Percent of community reached through the 5 Es of the comprehensive risk reduction plan: <ul style="list-style-type: none"> • Education • Engineering • Enforcement • Economic incentives • Emergency response

Goal 2: Create and Sustain A High Performing Organization

A high performing organization is one with a common sense of purpose, constant improvement, taps into employee talent and innovation, recognizes leadership at all levels, and is representative of the community we serve.

Items in orange italics have been identified as top City Council priorities for 2024.

A. Foster a diverse and inclusive workplace and build a workforce that reflects the cultural, ethnic, and racial diversity of the community we serve.

Key Initiative	Performance Measure
1. Attract and hire a diverse, talented and engaged workforce.	- Annual comparative data based on vacancies filled and increased % level of diversity of race, ethnicity and gender (including non-binary) data.
2. Increase cultural competence of the City’s workforce to reflect our diverse population.	- Number of employee participants in implicit bias, cultural competence, or other diversity, equity and inclusion training.

B. Establish an organization-wide understanding of what high quality public service means through proper training to sustain current industry trends.

Key Initiative	Performance Measure
1. Empower employees by providing training and educational opportunities in order to promote a high standard of public service.	- Number of customer service/ public service training sessions and number of attendees.

C. Implement schedules, wages, and working conditions that increase motivation, performance, and satisfaction of employees, while maintaining organizational flexibility, oversight, and responsiveness to our community.

Key Initiative	Performance Measure
1. Help employees create personal and professional goals.	- Measure inclusion of professional development plans incorporated into annual performance evaluations.

D. Partner with other jurisdictions and organizations.

Key Initiative	Performance Measure
1. Maintain and improve communications and positive working relationships with other local government partners.	- Execute updated sewer agreement with City of South Beloit.
2. Maintain Stateline Area Transportation Study (SLATS) collaborative efforts.	- Multimodal connections across multiple jurisdictions.

E. Emphasize fiscal responsibility.

Key Initiative	Performance Measure
1. 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.	- Year-end balance of City's Health Insurance Fund (active & retiree).
2. Adopt a balanced budget, only using fund balance for one-time expense and monitor fund balance in order to stay within City policy.	- Amount of unrestricted fund balance. - Percentage of fund balance / fund balance policy.

F. Identify, create, and implement operational synergies that accentuate service delivery and efficiency across all City departments and divisions.

Key Initiative	Performance Measure
1. Improve communication among departments and divisions for winter storm events, in order to provide the best service to the community. (Interdepartmental collaboration with DPW, PD, Community Development, and Strategic Communications.)	- Average number of vehicles ticketed for parking on streets per declared winter storm emergency. - Number of subscribers who are registered for notifications about winter weather emergencies.
2. Continue meetings of the Vacant and Abandoned Properties (VAP) Cross-Departmental Task Force, in order to reduce the various nuisance, safety, and maintenance issues caused by VAPs.	- Develop strategies to reduce nuisance, safety, and maintenance issues caused by VAPs.

G. Expand partnerships in order to maintain an efficient and highly trained organization that is capable of providing needed fire and EMS related services.

Key Initiative	Performance Measure
1. Partner with surrounding fire departments to promote efficiencies and expedite responses to all emergencies.	- Number of hours of training.
2. Monitor response times within the organization to ensure compliance with best practices.	- Improve average time in minutes of first arriving fire company.
3. Expand partnerships with other jurisdictions to better utilize resources in the area.	- Number of joint / combination partnerships to improve service levels to the community.

H. Modernize emergency operations management.

Key Initiative	Performance Measure
1. Update components of the plan on an annual basis to renew consistent with Municipal Code and best practices.	- Completion of annual adopted plan components

Goal 3: Create and Sustain **Economic and Residential Growth**

Foster investment and job growth thereby improving the quality of life, educational attainment, housing availability and affordability, resulting in prosperity for all.

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A. Retain and expand existing business.

Key Initiative	Performance Measure
1. Conduct business retention and expansion interviews and track data.	- Number of business retention and expansion meetings conducted.
2. Provide solutions for employers with challenges and growth needs.	- Number of solutions provided to enable growth potential.

B. Stimulate business attraction in all sectors.

Key Initiative	Performance Measure
1. Cultivate relationships and communication with site selectors and business partners through multiple channels.	- Number of new developer and broker contacts. - Dollar value of capital investment. - Number of new jobs created. - Number of acres and square footage developed.
2. Promote greenfield and brownfield development.	- Number of sites shown.
3. Grow Gateway Business Park.	- Number of new acres of developable land. - Number of new businesses.

C. Connect educators, workforce organizations, and employers to ensure a diverse talent pipeline.

Key Initiative	Performance Measure
1. Align and promote Business Education Partnership initiatives to link local students with careers in the community, thereby building a talent pipeline from within.	- Number of students connected directly to businesses.
2. Ensure local available workforce is equitably connected to regional workforce soft skills and technical skills training programs and higher education.	- Number of resource navigator connections to job preparedness services.
3. Connect employers to all regional organizations that assist with talent attraction, community visits, and training for potential and existing employees.	- Number of employers newly engaged with workforce organizations.
4. Increase transportation options for employees to ensure access to jobs in all areas of the community.	- Number of public transportation route modifications and stops added to major employers.
5. Identify and promote community assets which lead to a higher quality of life for all current residents and make the community more competitive for talent attraction.	- Number of new quality-of-life initiatives.

D. Foster regional partnerships to promote sustainable development.

Key Initiative	Performance Measure
1. Partner with Federal agencies, State of Wisconsin, Rock County Economic Development Agency, Winnebago County Economic Development, and State of Illinois to leverage infrastructure expansion and utilization of incentives which promote development.	- Number of agency partnerships to promote sustainable development.
2. Leverage work of Vision Beloit Partners, Beloit 200, and City Center Council to coordinate activities, market the region and avoid redundancies.	- Number of coordinated activities and cross promotions.
3. Partner with surrounding communities for future sustainable development.	- Number of jointly negotiated or cooperative developments.
4. Negotiate development agreement and facilitate campus development with the Ho-Chunk Nation entertainment complex and other ancillary development.	- Completion of development agreement.

E. *Increase inclusive housing inventory to serve existing and new residents.*

Key Initiative	Performance Measure
1. Develop relationships with residential developers that lead to new housing stock inclusive of executive, family, workforce and subsidized.	- Number of new residential developer contacts.
2. Work with financial institutions, federal, state and municipal incentives to lead to financing of new development.	- Number of new financial tools available to promote housing development.
3. Partner with private land owners and surrounding communities to add more available land for new housing stock.	- Number of parcels contracted for new housing. - Number of housing units added to inventory or contracted to build.

F. Utilize Tax Increment District (TID) housing funds to create additional affordable housing units in the City of Beloit.

Key Initiative	Performance Measure
1. Develop the funding mechanism for providing gap financing to multifamily residential projects with preference given to Low-Income Housing Tax Credit (LIHTC) developments.	- Approval of TIF Housing Project Plan and negotiation of development agreements to provide financing.
2. Develop a grant program to incentivize infill development which would provide financial assistance for the construction of single-family houses on existing vacant platted lots.	- Completion of an application process.

G. *Consider new tax increment financing districts to promote future growth.*

Key Initiative	Performance Measure
1. Develop new project plan(s)	- Submit to the joint review board for consideration.

Goal 4: Create and Sustain A High Quality of Life

Provide and maintain a vibrant community to work, live, and play within a sustainability framework that creates environmental, economic, and social opportunities to ensure the long-term viability of the community for current and future generations.

Items in orange italics have been identified as top City Council priorities for 2024.

A. Provide clean, safe and well-maintained parks and their related facilities.

Key Initiative	Performance Measure
1. Develop a reasonable standard of care policy for maintaining parks and their related facilities.	- Standard of care policy completed.
2. Complete a Parks Outdoor Recreation and Open Spaces (POROS) Plan for 2024-2028.	- POROS Plan adopted.
3. Maintain plan and staffing model to operate Krueger Pool for the full season.	- Number of days pool is open to the public.

B. Provide access to diverse recreational activities for health, well-being, entertainment, character, and social development.

Key Initiative	Performance Measure
1. Provide innovative and culturally relevant youth programming.	- Offerings and participation rates.
2. Leverage partnerships with organizations to strengthen the delivery of diverse community recreation activities.	- Number of participants in Welty Environmental Adventure Camp. - Revive youth resources fair.

C. Increase literacy and provide lifelong learning opportunities.

Key Initiative	Performance Measure
1. Expand relevant collections at the library and ensure accessibility for all.	- Number of digital and physical collections offered and accessed.
2. Continue to support and participate in early literacy initiatives and collaborations.	- Number of programs and collaborations and number of participants.
3. Provide literacy and learning opportunities as part of the Parks and Recreation Division’s overall programming plan.	- Number of program offerings and attendance.

D. Remove trees that present a risk to the public and grow the urban forest canopy.

Key Initiative	Performance Measure
1. Implement long-term plan to trim and maintain healthy urban forest canopy.	- Number of trees trimmed.
2. Plant new trees.	- Number of trees planted in city property i.e. parks, cemeteries, and medians. - Number of trees planted in residential terraces.
3. Complete the removal of EAB trees.	- Number of Emerald Ash Borer trees starting total / total remaining. - Number of Emerald Ash Borer stumps removed.

E. Promote sustainability efforts within the organization and throughout the community.

Key Initiative	Performance Measure
1. Pursue additional electric charging stations.	- Usage reports of existing stations. - Installation of additional charging stations.
2. Research eligibility for grant opportunities and seek implementation funding.	- Report eligibility requirements. - Identify potential future sources.

F. Promote alternative modes of transportation to reduce reliance on motorized vehicles.

Key Initiative	Performance Measure
1. Provide diverse opportunities for multi-modal travel.	- Lineal feet of bike lanes added and total lineal feet of bike lanes and paths.
2. Require sidewalks with new construction and begin sidewalk gap filling.	- Annual added lineal feet of new sidewalk.

G. Plan for the USS Beloit Commissioning.

Key Initiative	Performance Measure
1. Develop USS Beloit Commissioning Committee in collaboration with the U.S. Navy.	- Committee formed and actively engaged in community activities.

Goal 5: Create and Sustain High Quality Infrastructure and Connectivity

Provide 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.

Items in orange italics have been identified as top City Council priorities for 2024.

A. Create ongoing funding and planning for extended fiber optic network.

Key Initiative	Performance Measure
1. Expand fiber-optic network.	- Improve leased lines and eliminate redundancies.

B. Create citywide facility maintenance program, incorporating buildings and fleet.

Key Initiative	Performance Measure
1. Continued assessment of the condition of the exterior of city-wide facilities. (DPW) Class A - Large Public Facility, houses critical equipment, office space. Class B - Small to medium size facility with mechanicals. Class C - Small structures with no mechanicals.	- Number of facilities inspected.
2. Expand utilization of maintenance software to include city wide building assets to increase public ease of communication and accessibility.	- Number of work orders for building assets.

C. Manage CIP program and adequately plan for future needs.

Key Initiative	Performance Measure
1. Reduce total deferred capital repair and replacement needs by increasing the overall ratings of City streets.	- City's average pavement rating.

D. Continue to promote public transportation and explore new routes to serve future development and existing areas that are underserved.

Key Initiative	Performance Measure
1. Continue to implement the Transit Development Plan.	- Increase Transit ridership.
2. Collaborate with the area school districts to ensure we are best meeting the transportation needs of students and young people.	- Number of passes sold to Beloit students.
3. Market the public transportation system to area businesses.	- Number of passes sold to employers.

E. Develop long-range plan for future water and wastewater needs.

Key Initiative	Performance Measure
1. Complete Water Pollution Control Facility (WPCF) upgrades.	- Status of project.
2. Complete water and sewer studies for future growth areas.	- Review results and prioritize funding.

F. Reduce dependence on fossil fuels.

Key Initiative	Performance Measure
1. Use biogas generated in the WWTP digesters to run the boilers that heat the digesters.	- Confirm implementation; estimate diverted fuel usage.
2. Take life cycle costs into consideration for purchasing new equipment. Higher initial capital costs may be warranted when a particular piece of equipment uses less energy. Examples for the upgrade at the WWTP using this approach are UV units, dryer system, centrifuge and blowers.	- Provide estimated life cycle costs for all major equipment when it is due for replacement.

G. Reduce dependence on chemicals and other manufacturing substances that accumulate in the environment.

Key Initiative	Performance Measure
1. Be involved as a Green Tier Legacy Community (GTLC).	- Complete Green Tier Legacy Community (GTLC)'s baseline data and submit annual report.
2. Move to UV to eliminate use of sodium hypochlorite (bleach) and sodium bisulfite for disinfection. This process uses more energy, but fewer chemicals. We are purchasing a system that uses the least energy possible.	- WPCF upgrade.
3. Water Quality Trading (WQT) Plan for phosphorus compliance. This plan will reduce the amount of phosphorus entering local waterways from agricultural land to offset any potential overages at the plant.	- Number of WQT agreements. - Phosphorus reduction data via contractual agreement.

H. Encourage natural resource conservation.

Key Initiative	Performance Measure
1. Reduce system wide potable water losses and save energy through active detection/ water system monitoring and repair.	- Volume of water loss.
2. Reduce the volume of infiltration & inflow in the wastewater collection system.	- Average daily flow to the wastewater treatment plant.

I. Provide safe and reliable water infrastructure.

Key Initiative	Performance Measure
1. Reduce the number of city-owned water service lines.	- Number of city-owned lead service line retired / number of city-owned lead service lines remaining.
2. Eliminate water mains that are less than 6 inches in diameter.	- Lineal feet of sub-6-inch water main retired/lineal feet of sub-6-inch water main remaining in the system.

Goal 6: Create and Sustain

Enhanced Communications & Community Engagement, While Maintaining a Positive Image

Provide engaging and transparent information to residents and community members using inclusive, modern and strategic methods.

A. Continue to provide important, timely and accurate information to residents and customers using a variety of communication channels.

Key Initiative	Performance Measure
1. Provide annual communications update to Beloit City Council.	- Provided annual communications report to City Council.
2. Provide annual strategic plan update to Beloit City Council.	- Provided annual strategic plan update to City Council.
3. Create and distribute Popular Annual Financial Report.	- Created PAFR and applied for GFOA award.
4. Maintain strategic partnerships with other communications and community stakeholders.	- Maintained partnerships with other communications and community stakeholders.

B. Continue to provide a detailed citywide communications, outreach and engagement strategy that involves enhanced internal communications, media relations, and community involvement.

Key Initiative	Performance Measure
1. Increase the number of Facebook followers by 15% YOY in the Beloit WI Government page, Fire Department page, Parks & Rec page, Public Works page, and Police page.	- Facebook follower statistics.
2. Increase the number of Instagram posts by 10% YOY.	- Instagram posts statistics.
3. Post on NextDoor 24 times a year.	- NextDoor posts statistics.
4. Beloit Report e-newsletter open rates above industry average.	- Beloit Report open rates.
5. Increase unique visitors to website by 3% YOY.	- Unique visitor statistics.

C. Develop and implement inclusive messaging plans that reflect the diversity of our community.

Key Initiative	Performance Measure
1. Continue to provide Spanish translations of city messaging and outreach.	- Translate social media posts. - Continue outreach.
2. Ensure images used are diverse and inclusive of various races, ethnicities, genders, ages, family units, and religions.	- Inclusive images used.

D. Update city website content so that it positively showcases our community, reaches a digital audience, is easy to navigate, and contains accurate, updated information.

Key Initiative	Performance Measure
1. Review and update all department pages.	- Department pages updated.