

## GENERAL FUND

The General Fund for the City of Beloit accounts for all transactions of the City that pertain to the general administration and services traditionally provided to citizens, except those specifically accounted for elsewhere. Services within the General Fund include police and fire protection, parks, engineering, public works, community development, planning, economic development and general administration. The General Fund is the primary source of appropriations to fund the cost of providing these services. Consequently, considerable importance is placed upon the fund's financial condition. The City Council and staff's objective is to maintain an acceptable level of service for its citizens within the limitations of revenue sources that are available to support these activities.

### 2015 BUDGET SUMMARY - REVENUE/EXPENDITURE BY CATEGORY

	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	CHANGE	PERCENT CHANGE
<b>REVENUE:</b>								
TAXES	(\$7,168,274)	(\$7,302,470)	(\$8,051,709)	(\$7,997,159)	(\$8,117,659)	(\$8,419,319)	(\$422,160)	5.28%
LICENSES & PERMITS	(\$584,618)	(\$636,111)	(\$846,921)	(\$791,041)	(\$771,776)	(\$801,331)	(\$10,290)	1.30%
FINES & FORFEITURES	(\$1,158,265)	(\$1,161,593)	(\$1,123,796)	(\$1,210,000)	(\$1,093,900)	(\$1,180,600)	\$29,400	-2.43%
INTERGOVT AIDS/GRANT	(\$19,676,786)	(\$19,180,137)	(\$19,105,752)	(\$19,063,599)	(\$19,063,367)	(\$19,076,875)	(\$13,276)	0.07%
CASH & PROPERTY INC.	(\$410,409)	(\$632,295)	\$141,022	(\$402,100)	(\$287,500)	(\$422,514)	(\$20,414)	5.08%
DEPARTMENTAL EARNINGS	(\$633,429)	(\$615,892)	(\$711,201)	(\$740,461)	(\$682,352)	(\$720,626)	\$19,835	-2.68%
OTHER REVENUES	\$6,320	(\$36,823)	(\$62,725)	(\$62,200)	(\$57,032)	(\$87,100)	(\$24,900)	40.03%
OTHER FINANCING SRCE	\$0	\$0	\$0	(\$626,840)	\$0	(\$300,000)	\$326,840	-52.14%
<b>TOTAL</b>	<b>(\$29,625,462)</b>	<b>(\$29,565,321)</b>	<b>(\$29,761,082)</b>	<b>(\$30,893,400)</b>	<b>(\$30,073,586)</b>	<b>(\$31,008,365)</b>	<b>(\$114,965)</b>	<b>0.37%</b>
<b>EXPENDITURES:</b>								
CITY COUNCIL	\$52,170	\$46,460	\$50,627	\$47,843	\$49,196	\$49,341	\$1,498	3.13%
CITY MANAGER	\$378,749	\$318,603	\$335,771	\$338,803	\$338,803	\$341,145	\$2,342	0.69%
CITY ATTORNEY	\$380,236	\$394,841	\$471,329	\$443,067	\$443,067	\$447,947	\$4,880	1.10%
ECONOMIC DEVELOPMENT	\$239,783	\$215,392	\$239,036	\$246,847	\$246,847	\$251,603	\$4,756	1.93%
FINANCE & ADMINISTRATION	\$3,111,401	\$3,015,636	\$3,000,330	\$3,589,788	\$3,377,455	\$3,354,899	(\$234,889)	-6.54%
POLICE DEPARTMENT	\$11,182,446	\$11,304,785	\$11,715,220	\$11,627,982	\$11,864,645	\$11,706,524	\$78,542	0.68%
FIRE DEPARTMENT	\$7,368,639	\$7,262,294	\$7,618,174	\$7,358,084	\$7,689,476	\$7,560,742	\$202,658	2.75%
COMMUNITY DEVELOPMENT	\$1,037,991	\$975,174	\$1,121,468	\$1,192,899	\$1,154,536	\$1,194,625	\$1,726	0.14%
DEPT OF PUBLIC WORKS	\$5,631,448	\$5,456,986	\$6,149,837	\$6,048,087	\$6,284,059	\$6,101,539	\$53,452	0.88%
OTHER EXPENDITURES	\$257	\$270,000	\$0	\$0	\$0	\$0	\$0	0.00%
<b>TOTAL</b>	<b>\$29,383,120</b>	<b>\$29,260,170</b>	<b>\$30,701,792</b>	<b>\$30,893,400</b>	<b>\$31,448,084</b>	<b>\$31,008,365</b>	<b>\$114,965</b>	<b>0.37%</b>

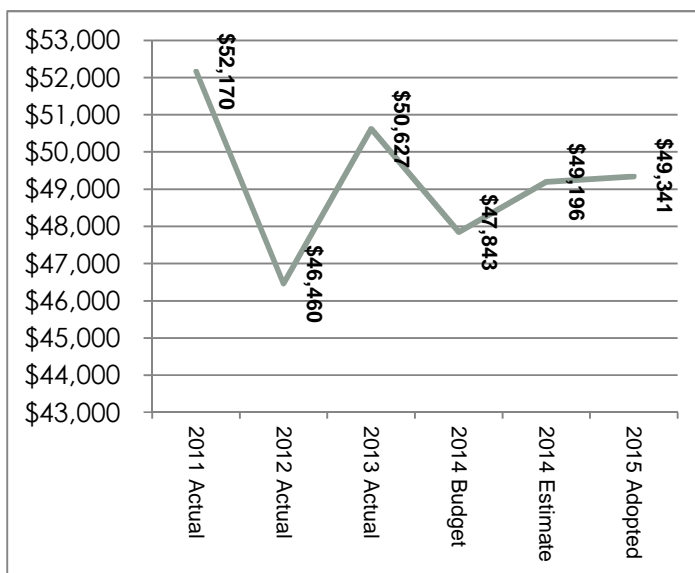
## CITY COUNCIL

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

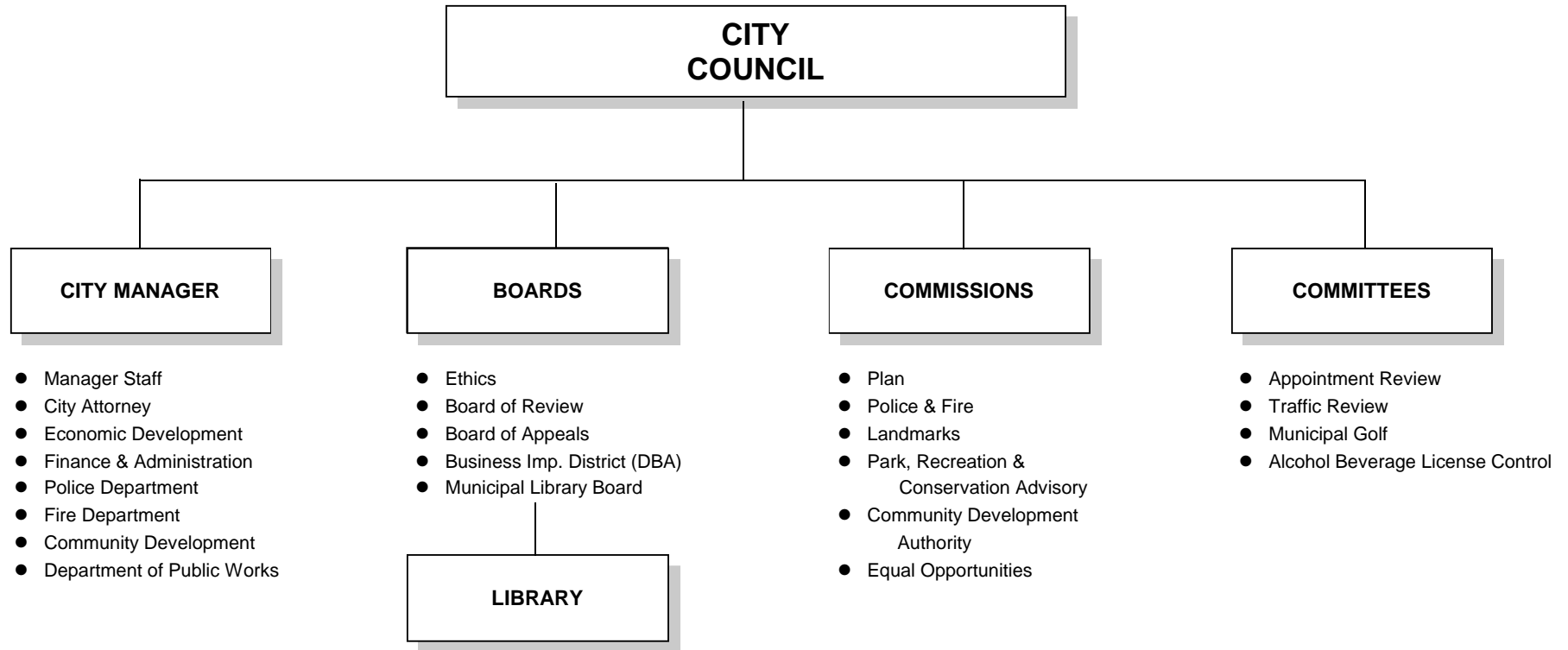
#### *City Council Description:*

The City Council has seven members elected at large for two year terms. Four members are elected in the even years and three in the odd years. The powers, duties and limits of authority of elected officials are outlined in Chapter 64 of the Wisconsin statutes. The Council exercises legislative and general ordinance powers and performs other duties as specified by law. Acting as a whole, the City Council is responsible for passing ordinances and resolutions necessary for governing the City, as well as providing policy direction to the City staff.





# CITY OF BELOIT, WISCONSIN CITY COUNCIL ORGANIZATIONAL CHART 2015



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CITY COUNCIL										
PERSONNEL SERVICES										
1500000	5130	EXTRA PERS	\$18,625	\$18,000	\$19,475	\$35,700	\$35,700	<b>\$35,700</b>	\$0	0.00%
1500000	519301	SOC SEC	\$1,155	\$1,116	\$2,213	\$1,116	\$2,213	<b>\$2,213</b>	\$1,097	98.30%
1500000	519302	MEDICARE	\$270	\$261	\$518	\$261	\$517	<b>\$518</b>	\$257	98.47%
CONTRACTUAL SERVICE										
1500000	5215	COMP/OFF M	\$243	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1500000	5223	SCHOOL/SEM	\$2,379	\$2,493	\$4,811	\$3,000	\$3,000	<b>\$3,000</b>	\$0	0.00%
1500000	5225	PROF DUES	\$10,320	\$6,234	\$6,125	\$6,241	\$6,241	<b>\$6,400</b>	\$159	2.55%
1500000	5232	DUPL/DRAFT	\$79	\$137	\$152	\$150	\$150	<b>\$150</b>	\$0	0.00%
1500000	5248	ADV/MARKT	\$473	\$0	\$0	\$100	\$100	<b>\$100</b>	\$0	0.00%
1500000	5251	AUTO/TRAVL	\$17,900	\$17,700	\$16,225	\$0	\$0	<b>\$0</b>	\$0	0.00%
1500000	5254	LEGAL SERV	\$210	\$321	\$717	\$500	\$500	<b>\$500</b>	\$0	0.00%
1500000	5271	TEL-LOCAL	\$0	\$0	\$0	\$25	\$25	<b>\$10</b>	(\$15)	-60.00%
MATERIALS & SUPPLIES										
1500000	5331	POSTAGE	\$2	\$103	\$105	\$50	\$50	<b>\$50</b>	\$0	0.00%
1500000	5332	OFFICE/COM	\$304	\$95	\$286	\$600	\$600	<b>\$600</b>	\$0	0.00%
1500000	5351	BOOKS/SUBS	\$210	\$0	\$0	\$100	\$100	<b>\$100</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$52,170	\$46,460	\$50,627	\$47,843	\$49,196	<b>\$49,341</b>	\$1,498	3.13%
		<b>NET TOTAL</b>	<b>\$52,170</b>	<b>\$46,460</b>	<b>\$50,627</b>	<b>\$47,843</b>	<b>\$49,196</b>	<b>\$49,341</b>	<b>\$1,498</b>	<b>3.13%</b>

BUDGET MODIFICATIONS: Business as usual.

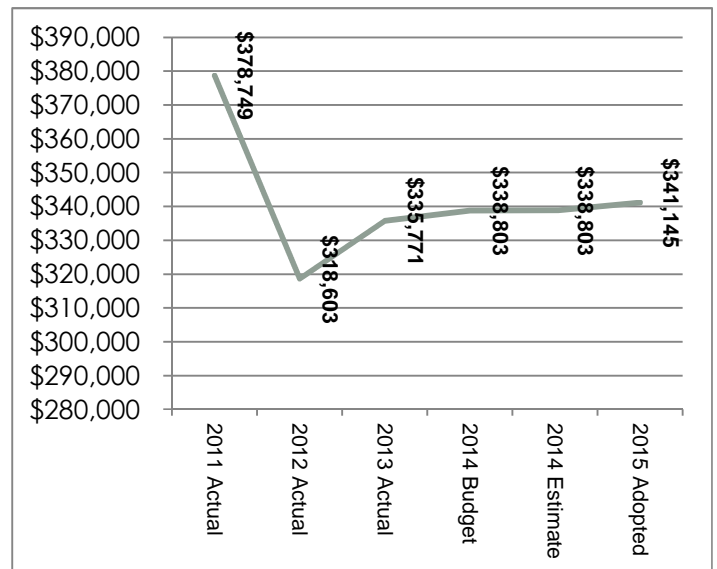
# CITY MANAGER

2015 CITY OF БЕЛОIT OPERATING BUDGET

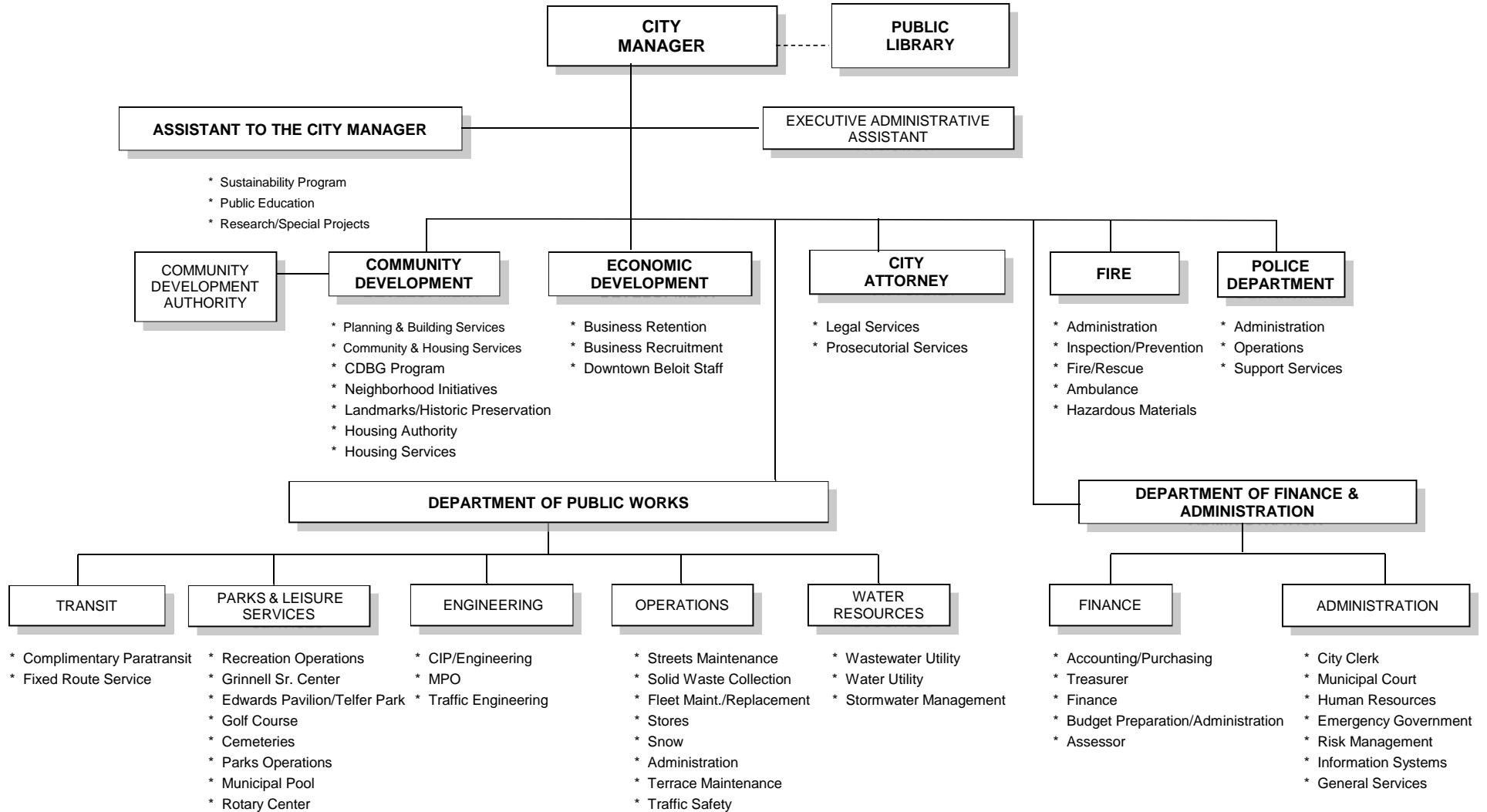
## *General Fund*

### *City Manager Description:*

The City Manager is the Chief Executive Officer of the Municipal Corporation and leads the organization's effort to accomplish the vision, goals and objectives set by the City Council. Working through the numerous city departments, the Manager ensures that municipal programs and services are delivered efficiently and effectively to achieve satisfactory results within the resources allocated. The City Manager is responsible for the overall administration of the City and to keep Council informed of information it needs to fulfill its policy-making role. The City Manager is also responsible to the City Council for the enforcement of its laws, any contracts entered into by the City and for overseeing the daily operations of City government. The City Manager prepares and monitors the municipal budget. The City Manager also directs and coordinates the activities of all Departments and Divisions.



# CITY OF БЕЛОIT, WISCONSIN OFFICE OF THE CITY MANAGER ORGANIZATIONAL CHART 2015



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CITY MANAGER										
PERSONNEL SERVICES										
1510000	5110	REG PERSNL	\$244,600	\$231,809	\$239,821	\$240,232	\$240,232	<b>\$243,577</b>	\$3,345	1.39%
1510000	5130	EXTRA PERS	\$13,818	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1510000	5150	OVERTIME	\$32	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1510000	5174	VEHICLE ALL	\$4,675	\$5,033	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1510000	5191	WIS RETIRE	\$33,332	\$21,965	\$24,439	\$25,065	\$25,065	<b>\$25,276</b>	\$211	0.84%
1510000	519301	SOC SEC	\$14,899	\$13,799	\$14,010	\$13,846	\$13,846	<b>\$14,141</b>	\$295	2.13%
1510000	519302	MEDICARE	\$3,747	\$3,434	\$3,603	\$3,444	\$3,444	<b>\$3,712</b>	\$268	7.78%
1510000	5194	HOSP INS	\$33,097	\$32,366	\$35,351	\$35,351	\$35,351	<b>\$35,351</b>	\$0	0.00%
1510000	5195	LIFE INS	\$1,149	\$1,094	\$1,071	\$1,126	\$1,126	<b>\$1,152</b>	\$26	2.31%
CONTRACTUAL SERVICE										
1510000	5215	COMP/OFF M	\$53	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1510000	5223	SCHOOL/SEM	\$6,504	\$2,353	\$10,242	\$8,175	\$8,175	<b>\$6,675</b>	(\$1,500)	-18.35%
1510000	522302	ALLAMER	\$14,360	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1510000	5225	PROF DUES	\$2,500	\$2,393	\$2,613	\$2,634	\$2,634	<b>\$2,664</b>	\$30	1.14%
1510000	5232	DUPL/DRAFT	\$433	(\$3,682)	(\$3,540)	\$200	\$200	<b>\$200</b>	\$0	0.00%
1510000	5244	OTHER FEES	\$0	\$0	\$82	\$120	\$120	<b>\$120</b>	\$0	0.00%
1510000	5246	CONT - ORG	\$125	\$0	\$100	\$100	\$100	<b>\$100</b>	\$0	0.00%
1510000	5251	AUTO/TRAVL	\$523	\$3,673	\$4,022	\$4,300	\$4,300	<b>\$4,300</b>	\$0	0.00%
1510000	5271	TEL-LOCAL	\$3,704	\$3,112	\$2,908	\$2,780	\$2,780	<b>\$2,447</b>	(\$333)	-11.98%
MATERIALS & SUPPLIES										
1510000	5331	POSTAGE	\$205	\$280	\$182	\$230	\$230	<b>\$230</b>	\$0	0.00%
1510000	5332	OFFICE/COM	\$833	\$675	\$690	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1510000	5351	BOOKS/SUBS	\$160	\$299	\$175	\$200	\$200	<b>\$200</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$378,749	\$318,603	\$335,771	\$338,803	\$338,803	<b>\$341,145</b>	\$2,342	0.69%
		<b>NET TOTAL</b>	<b>\$378,749</b>	<b>\$318,603</b>	<b>\$335,771</b>	<b>\$338,803</b>	<b>\$338,803</b>	<b>\$341,145</b>	<b>\$2,342</b>	<b>0.69%</b>

**BUDGET MODIFICATIONS:** City Manager is not attending ICMA conference in 2015.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
CITY MANAGER	1.00	FT	Enterprise - Wastewater	20%
			Enterprise - Water Utility	10%
			General Fund - City Manager	70%
ASSISTANT TO CITY MANGER	1.00	FT	General Fund - City Manager	100%
EXECUTIVE ADMINISTRATIVE ASSISTANT	1.00	FT	General Fund - City Manager	100%
<b>CITY MANAGER</b>	<b>3.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

DEPARTMENT STRIVES TO ACHIEVE COUNCIL’S STRATEGIC OBJECTIVES:

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, 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. Collaborate with other jurisdictions and organizations to foster effective and efficient service delivery, reducing cost for taxpayers and stimulating regional prosperity.
5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.

	<u>DEPARTMENT OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>
<b>Efficiency &amp; Effectiveness:</b>	1. Provide efficient, effective management of day to day government services and operations.	Weekly Team meetings	48	48	48	48	48
		Work with individual Department/Division Heads	Daily	Daily	Daily	Daily	Daily
		Analyze specific programs/procedures	As needed	As needed	As needed	As needed	As needed
		Use of consultants for service delivery,	As needed	As needed	As needed	As needed	As needed

<u>DEPARTMENT</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	administrative assistance/studies					
	Town Hall meetings	As needed	As needed	As needed	As needed	As needed
	Continue training and preparedness in conjunction with the City's Emergency Preparedness Training Committee.	On-going	On-going	On-going	On-going	On-going
	Monitor Capital Improvements Budget	On-going	On-going	On-going	On-going	On-going
	Coordinate with Human Resources to fully implement the new compensation/classification plan in 2014			As needed	As needed	As needed
2. Continue the Manager's involvement in economic development activities.	Continue major employer visitation.	12	12	12	The Economic Dev. Director visits major employers	N/A
	Market the Gateway Business Park		6	Broker agreement and open house, place ads, new signage	On-going	On-going
	Prepare and communicate incentive packages structured to make the City competitive.	As needed	As needed	As needed	As needed	As needed
	Negotiate development agreements.	2	2	2	2	2
	Support Economic Development Director as needed	On-going	On-going	On-going	On-going	On-going
	Attend monthly Greater Beloit Economic Development Corporation (GBEDC) Executive Committee meetings, quarterly Board and annual membership meetings.	12	12	12	12	12



<u>DEPARTMENT</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	
	Coordinate with Board officers on GBEDC activities.	On-going	On-going	On-going	On-going	On-going	
	Work on office, business and residential development and redevelopment in the downtown City Center			On-going	On-going	On-going	
	3. Continue to work on the casino development as needed.	Support Tribal application as and when required	Supplied application materials	Completed	On-going	On-going	On-going
	Work on Development Agreement with the Ho Chunk Nation			On-going	On-going	On-going	
	4. Manage the City's sustainability program, including the eco-municipality "green" program and the E-Government initiatives.	Continue website development. Post all significant government documents for full transparency.	Continue	Continue	Continue	Continue	Continue
		Continue to transition from paper to electronic documents for savings.		On-going	On-going	On-going	On-going
		Monitor website usage (hits)		997,603	986,752	990,000	Target 990,000
		Move to electronic packets for Boards and Commissions	Some completed	On-going	On-going	On-going	On-going
	Work with Public Works to implement a department wide work order system to facilitate direct citizen "request for service" form available on the web site.				Work order system implemented	On-going – City "Request for Service" form implemented	
	Web site "facelift" in 2015					On going	
	Continue employee Sustainability Committee	5 full meetings and several small meetings for specific projects		6 meetings	6 meetings	6 meetings	6 meetings

**2014 Strategic Goal(s) Report:**

<u>DEPARTMENT</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>
	Continue implementation of the Energy Efficiency and Conservation Block Grant Program (EECBG)	Assistant to the City Manager carried out quarterly reporting	Close out the grant	N/A	N/A	N/A
	Research alternative fuels for City fleet		Continued partnership with experts in the field	Public Works Department is working with State of Wisconsin Energy Office on a “Smart Fleet” program	Continue partnership with experts in the field	Public Works will continue to participate in the State of Wisconsin Energy Office’s “Smart Fleet” program
	Continue utilizing the modified staff report identifying sustainability factors as a prelude to public policy decisions		On-going	On-going	On-going	On-going
	Continue testing hydrogen on demand vehicles	On-going	On-going	On-going	Scale back our focus on hydrogen technology due to plateauing results	N/A
	Solar program		Promote and educate students and residents	On-going	On-going	On-going
5. Public Information	Weekly publication of “Beloit Report”	52	52	52	52	52
	Monthly production of the “Beloit Today” show	12	12	12	12	12
	Routine contact with “Beloit Daily News” and “Stateline News” reporters		52	52	As Needed	As Needed
	Miscellaneous Public Information projects as required (Public education and Social	Social Media rolled out	On-going	Facebook page updated Monday –	On-going	On-going

<u>DEPARTMENT</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	Media)			Friday		
	Post media releases, meeting notices and web updates	As needed	As needed	As needed	As needed	As needed
	Post information on Cable Access Message Board	As needed	As needed	Due to changes at Cable Access, staff now needs to e-mail information to Dave Knutson and he will post	Cable Access Message Board is under revision and staff no longer has access to post information	N/A
	Meet quarterly with the Director of BATV to develop additional programming for the local Public, Educational, and Government access television (PEG) channel.				2 New Director hired in August, 2014	4
	Coordinate with Cable Access	As needed	As needed	As needed	As needed	As needed
6. Maintain communications and a positive working relationship with other local government partners.	Continue South Beloit involvement in the City Center planning process.		On-going	On-going	On-going	On-going
	Continue close working relationship with Rock County 5.0		On-going	On-going	On-going	On-going
	Continue monthly meetings with City of Janesville and Rock County officials		12	12	12	12
	Continue to meet with neighboring jurisdictions (Towns of Beloit & Turtle) to discuss shared service delivery		2	2	2	2

**2014 Strategic Goal(s) Report:**

<u>DEPARTMENT</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>
	Continue collaboration and cooperation with Beloit School District		On-going	On-going	On-going	On-going
	Participate in Truancy Committee meetings		As needed	N/A – Truancy Committee no longer meets at City Hall	N/A	N/A
	Monitor daytime curfew/truancy enforcement		On-going	As needed	As needed	As needed
	Facilitate joint meetings between City Council and School Board		2	1	1	1
	Collaborate with local stakeholders and communicate with Wisconsin Department of Transportation for planning and design for the I-90/30 improvement project			On-going	On-going	On-going
7. Facilities planning – Police Dept., City Hall space needs and possible Snappers Stadium	Continue to work with Police Dept. to finalize a location and budget for a new Police facility		On-going	Suspended pending substantial additional bond capacity or other financing	Not applicable	Not applicable
	Work with Snappers Board regarding possible new Snappers stadium, as requested		On-going	On-going	Not applicable	Not applicable
	City Hall remodeling		N/A	New carpet installed, some office relocations/furniture upgrades	Some furniture upgrades	Not applicable

## 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 participating in new employee orientation to reinforce the importance of the public trust and customer relations in addition to retraining existing staff to improve their customer relations abilities.
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 continues to embrace the eco-municipality program and aspires to the "natural step process" and 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 promoting 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 ATTORNEY

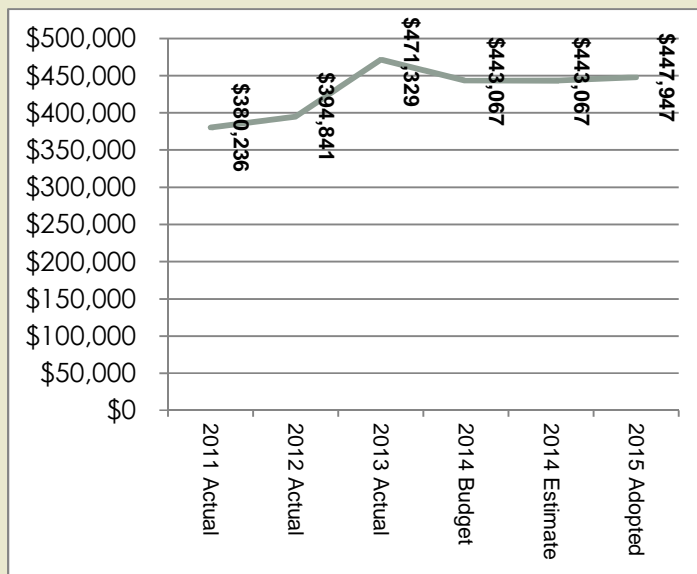
2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

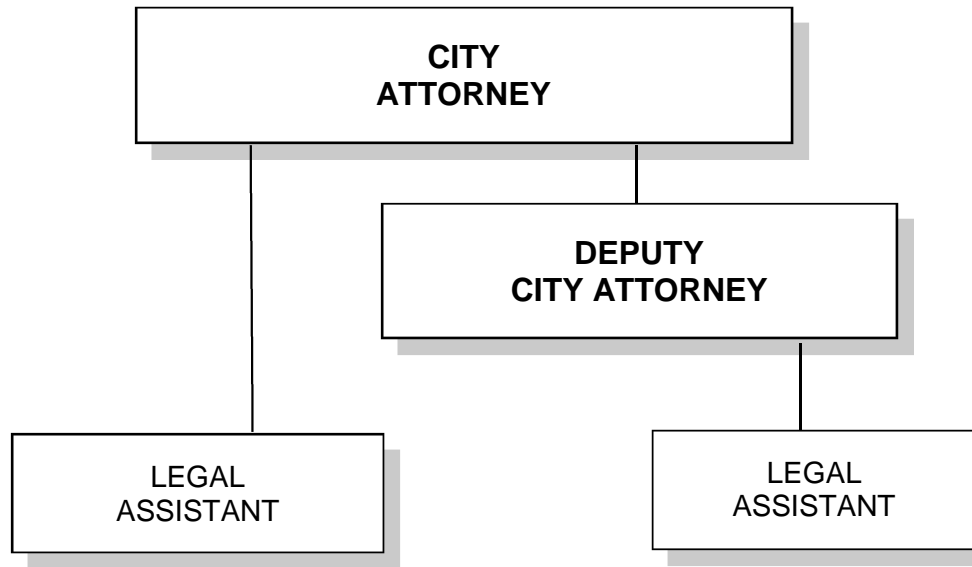
### *City Attorney Description:*

The City Attorney’s Department is the primary legal counsel for the City of Beloit, providing legal advice and opinions and representing the City of Beloit in court or in administrative hearings. To provide effective legal services to the City of Beloit, a Wisconsin municipal corporation. The City Attorney’s Department:

- Provides legal advice on all matters affecting the City.
- Conducts legal research and renders legal opinions.
- Defends the City, its officers and employees in State and Federal courts and Appellate courts.
- Represents the City’s interest in hearings before City boards, committees and commissions.
- Represents the City’s interest in hearings before State and Federal administrative agencies.
- Prosecutes violations of City ordinances in Municipal Court.
- Drafts or approves City ordinances, resolutions, contracts and other legal documents.
- Attends regular meetings of the City Council and special meetings and acts as parliamentarian.
- Drafts and reviews resolutions, ordinances, contracts, real estate documents, development agreements and other legal documents.
- Prepares legal briefs for filing in legal proceedings before state and federal courts or administrative agencies.
- Provides representation to the City in grievance arbitrations.
- Maintain records of court proceedings.



**CITY OF BELOIT, WISCONSIN  
OFFICE OF THE CITY ATTORNEY  
ORGANIZATIONAL CHART  
2015**



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CITY ATTORNEY										
DEPARTMENTAL EARNINGS										
1520000	4504	IN-HOUSE	(\$31,670)	(\$35,761)	(\$45,430)	(\$35,000)	(\$35,000)	(\$35,000)	\$0	0.00%
		TOTAL REVENUES	(\$31,670)	(\$35,761)	(\$45,430)	(\$35,000)	(\$35,000)	(\$35,000)	\$0	0.00%
PERSONNEL SERVICES										
1520000	5110	REG PERSNL	\$243,240	\$259,677	\$274,977	\$285,658	\$285,658	\$294,105	\$8,447	2.96%
1520000	5191	WIS RETIRE	\$23,030	\$15,366	\$18,312	\$19,770	\$19,770	\$19,999	\$229	1.16%
1520000	519301	SOC SEC	\$15,005	\$16,022	\$16,910	\$17,372	\$17,372	\$18,096	\$724	4.17%
1520000	519302	MEDICARE	\$3,509	\$3,747	\$3,955	\$4,063	\$4,063	\$4,232	\$169	4.16%
1520000	5194	HOSP INS	\$55,352	\$60,907	\$66,472	\$66,472	\$66,472	\$66,472	\$0	0.00%
1520000	5195	LIFE INS	\$1,116	\$1,221	\$1,211	\$1,281	\$1,281	\$1,356	\$75	5.85%
CONTRACTUAL SERVICE										
1520000	5215	COMP/OFF M	\$53	\$53	\$97	\$300	\$300	\$300	\$0	0.00%
1520000	5223	SCHOOL/SEM	\$1,946	\$2,094	\$3,838	\$3,000	\$3,000	\$3,130	\$130	4.33%
1520000	5225	PROF DUES	\$1,589	\$1,568	\$1,574	\$1,600	\$1,600	\$1,635	\$35	2.19%
1520000	5231	NOTICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1520000	5232	DUPL/DRAFT	\$2,299	\$2,122	\$1,572	\$2,300	\$2,300	\$2,300	\$0	0.00%
1520000	5244	OTHER FEES	\$467	\$381	\$529	\$100	\$100	\$150	\$50	50.00%
1520000	5247	STUDIES	\$8,795	\$9,171	\$9,536	\$9,800	\$9,800	\$9,900	\$100	1.02%
1520000	5251	AUTO/TRAVL	\$2,388	\$2,341	\$1,752	\$2,500	\$2,500	\$2,000	(\$500)	-20.00%
1520000	5254	LEGAL SERV	\$8,572	\$10,454	\$61,925	\$20,000	\$20,000	\$15,000	(\$5,000)	-25.00%
1520000	5271	TEL-LOCAL	\$3,903	\$3,274	\$3,739	\$2,881	\$2,881	\$3,182	\$301	10.45%
MATERIALS & SUPPLIES										
1520000	5331	POSTAGE	\$654	\$445	\$669	\$500	\$500	\$500	\$0	0.00%
1520000	5332	OFFICE/COM	\$3,303	\$2,703	\$2,650	\$2,000	\$2,000	\$2,000	\$0	0.00%
1520000	5351	BOOKS/SUBS	\$2,450	\$758	\$1,610	\$970	\$970	\$1,090	\$120	12.37%
FIXED EXPENSES										
1520000	5412	RENT/EQUIP	\$2,536	\$2,536	\$0	\$2,500	\$2,500	\$2,500	\$0	0.00%
CAPITAL OUTLAY										
1520000	5533	OFFICE>1001	\$27	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		TOTAL EXPENDITURES	\$380,236	\$394,841	\$471,329	\$443,067	\$443,067	\$447,947	\$4,880	1.10%
		<b>NET TOTAL</b>	<b>\$348,566</b>	<b>\$359,080</b>	<b>\$425,899</b>	<b>\$408,067</b>	<b>\$408,067</b>	<b>\$412,947</b>	<b>\$4,880</b>	<b>1.20%</b>

BUDGET MODIFICATIONS: Business as usual.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
CITY ATTORNEY	1.00	FT	General Fund - City Attorney	100%
DEPUTY CITY ATTORNEY	1.00	FT	General Fund - City Attorney	100%
LEGAL ASSISTANT	2.00	FT	General Fund - City Attorney	100%
<b>CITY ATTORNEY</b>	<b>4.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

DEPARTMENT STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:

- Continue competitive and sustainable economic development focused on retention and recruitment to fully serve the business and entrepreneurial community resulting in private investment and job creation.

DEPARTMENT OBJECTIVES:                      PERFORMANCE                      2011                      2012                      2013                      2014                      2015  
INDICATORS:

			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Conduct reliable legal research, legal advice and opinions.	# of written legal opinions	15	21	8	20	20
	2. Provide legal representation at hearings before courts, administrative agencies and arbitrators.	# of grievance arbitration cases	0	0	5	2	1
		# of unemployment compensation cases	2	1	1	5	3
		# of harassment/discrimination cases before administrative agencies	17	6	3	10	5
		# of tax assessment court cases	0	2	9	2	3
		# of alcohol beverage license sanction cases	1	1	2	3	2
		# of eviction cases	7	0	0	2	2



**DEPARTMENT OBJECTIVES:**

**PERFORMANCE  
INDICATORS:**

**2011**

**2012**

**2013**

**2014**

**2015**

**Actual**

**Actual**

**Actual**

**Target**

**Target**

	3. Obtain reliable outside legal services for specialized legal issues and supervise the provision of those services and billings for the same.	# of legal cases handled by outside counsel	16	13	16	12	15
	4. Prosecute municipal ordinance cases in court.	# of municipal Court citation cases	10,599	11,155	10,459	10,500	10,000
		Processed worthless check cases	25	25	34	25	30
	5. Negotiate, prepare and/or review contracts relating to the construction of public works, the provision of services, real estate transactions, loans and other City business.	# of Real estate & personal property transactions	81	108	130	100	100
		# of CDBG loan transactions	20	4	1	10	5
		# of Real estate foreclosure cases	4	8	7	8	7
<b><u>2014 Strategic Goal(s) Report:</u></b>	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.	# of general litigation cases handled in-house	6	7	3	6	5
		# of municipal ordinances prepared	13	20	27	15	20
		# of Development Agreements	10	7	1	7	5
		# of Contracts reviewed/prepared	127	114	108	110	110

# 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.

# ECONOMIC DEVELOPMENT

## 2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

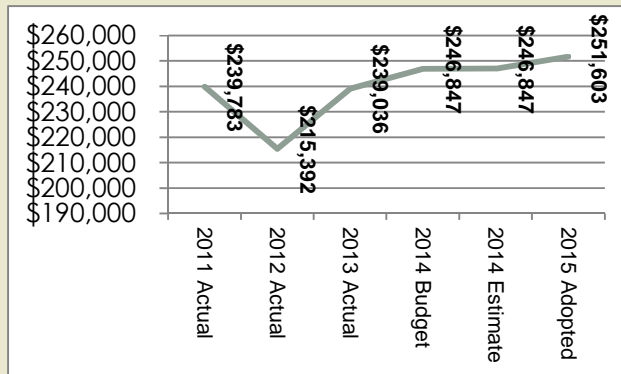
#### *Economic Development Description:*

The Economic Development Department strives to create a vibrant, balanced and growing local market and to provide support to the existing businesses within the city. The City of Beloit, Wisconsin, Economic Development Department is a full-service economic development operation set up to provide direct services to real estate brokers, developers and corporate real estate executives that are looking to expand into the Stateline area of Wisconsin/Illinois. The Economic Development Department helps cut through "red tape," facilitate the site plan review and zoning review processes, and assists in obtaining any professional services necessary to develop or expand facilities. They provide free services to any users that are seeking to expand their operations within the Greater Beloit Area. They do building and site searches by executing a customized search for clients based on set specifications provided to their office. Industrial and commercial sites from one acre to nearly 200 acres are available with full utilities and interstate access.

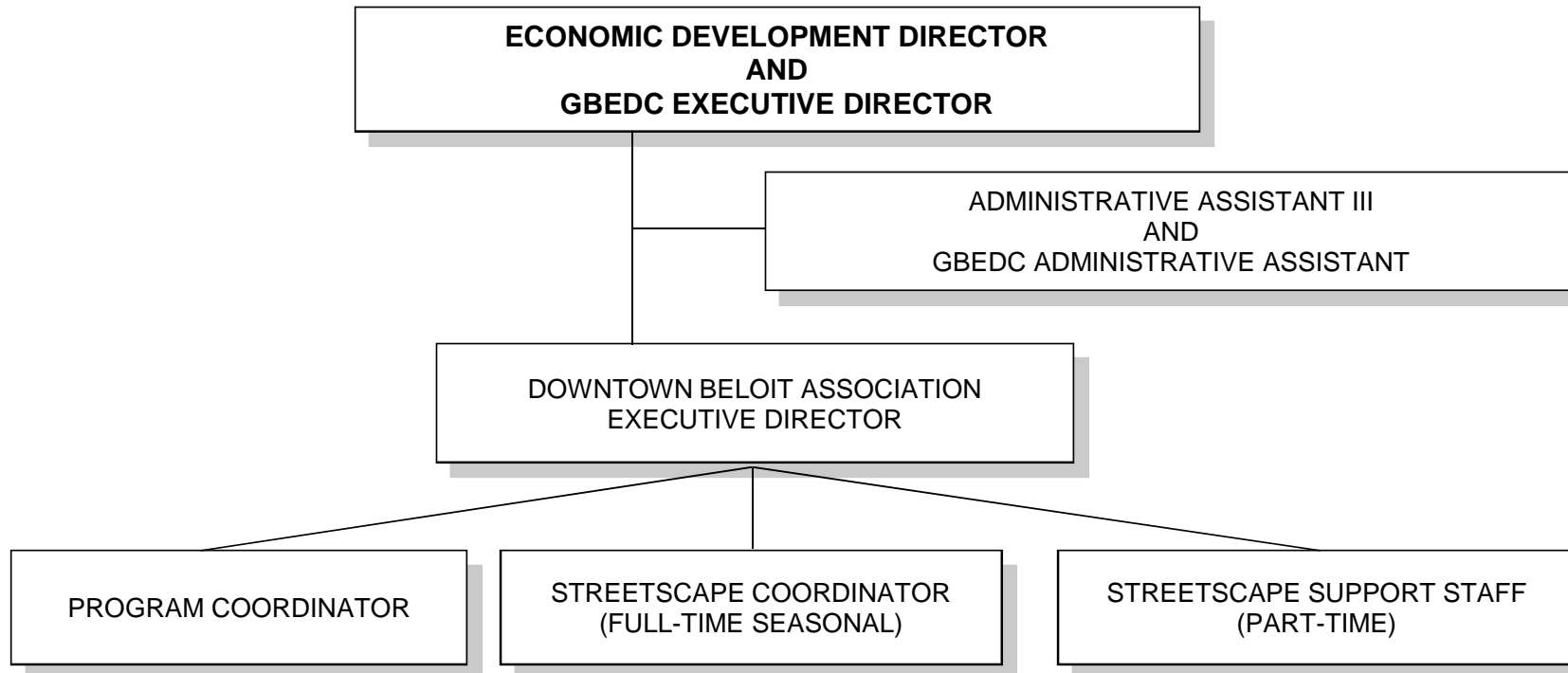
The City of Beloit Economic Development Department, with its partners, offers assistance in prequalification and screening of potential employees. They also work in conjunction with the Wisconsin Job Center in Janesville, as well as, Blackhawk Technical College and Wisconsin TechConnect in obtaining the best workers possible for businesses.

They assist in financial packaging. Access to capital on the local, state and federal levels is a specialty of theirs. The City of Beloit Economic Development Department can help track down any type of financial assistance or seek access to capital providers throughout the United States and the world. They also work to create business incentives available locally and statewide, to help bring businesses into Beloit.

The Economic Development Department staff also provides management, professional, and administrative support to the Greater Beloit Economic Development Corporation (GBEDC). Andrew Janke serves as Executive Director and Shauna El-Amin serves as Business Retention Expansion Specialist and provides administrative support. GBEDC compensates the City of Beloit \$26,400 for this support. The GBEDC is a public/private investor-based non-profit organization that fosters economic development in the Greater Beloit area. \$10,000 charge TID #10 for staff support.



**ECONOMIC DEVELOPMENT DEPARTMENT  
ORGANIZATIONAL CHART  
2015**



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
ECONOMIC DEVELOPMENT										
DEPARTMENTAL EARNINGS										
1550000	4575	WAGE REIMB	(\$38,087)	(\$32,000)	(\$31,400)	(\$36,400)	(\$36,400)	(\$36,400)	\$0	0.00%
		TOTAL REVENUES	(\$38,087)	(\$32,000)	(\$31,400)	(\$36,400)	(\$36,400)	(\$36,400)	\$0	0.00%
PERSONNEL SERVICES										
1550000	5110	REG PERSNL	\$148,635	\$140,048	\$151,872	\$158,118	\$158,118	\$163,777	\$5,659	3.58%
1550000	5130	EXTRA PERS	\$5,502	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1550000	5174	VEHICLE ALL	\$4,675	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1550000	5191	WIS RETIRE	\$14,145	\$8,257	\$10,114	\$10,944	\$10,944	\$11,136	\$192	1.75%
1550000	519301	SOC SEC	\$9,287	\$8,771	\$9,416	\$9,692	\$9,692	\$10,153	\$461	4.76%
1550000	519302	MEDICARE	\$2,172	\$2,051	\$2,202	\$2,267	\$2,267	\$2,375	\$108	4.76%
1550000	5194	HOSP INS	\$45,063	\$43,973	\$52,749	\$52,749	\$52,749	\$52,749	\$0	0.00%
1550000	5195	LIFE INS	\$238	\$201	\$196	\$203	\$203	\$350	\$147	72.41%
CONTRACTUAL SERVICE										
1550000	5223	SCHOOL/SEM	\$1,375	\$848	\$813	\$1,000	\$1,000	\$500	(\$500)	-50.00%
1550000	5225	PROF DUES	\$3,445	\$3,485	\$3,535	\$3,535	\$3,535	\$3,535	\$0	0.00%
1550000	5232	DUPL/DRAFT	\$2,781	\$3,220	\$3,770	\$2,000	\$2,000	\$1,500	(\$500)	-25.00%
1550000	523201	DUP/DRAFT	\$217	\$2	\$289	\$0	\$0	\$0	\$0	0.00%
1550000	5244	OTHER FEES	\$0	\$0	\$506	\$1,000	\$1,000	\$1,000	\$0	0.00%
1550000	5246	CONT - ORG	\$0	(\$100)	\$100	\$0	\$0	\$0	\$0	0.00%
1550000	5248	ADV/MARKT	\$50	\$50	\$50	\$0	\$0	\$0	\$0	0.00%
1550000	5251	AUTO/TRAVL	\$0	\$1,647	\$1,281	\$2,000	\$2,000	\$1,500	(\$500)	-25.00%
1550000	5271	TEL-LOCAL	\$1,426	\$1,484	\$1,206	\$1,589	\$1,589	\$1,478	(\$111)	-6.99%
MATERIALS & SUPPLIES										
1550000	5331	POSTAGE	\$639	\$35	\$30	\$500	\$500	\$300	(\$200)	-40.00%
1550000	5332	OFFICE/COM	(\$69)	\$1,218	\$535	\$1,000	\$1,000	\$1,000	\$0	0.00%
1550000	5351	BOOKS/SUBS	\$202	\$202	\$372	\$250	\$250	\$250	\$0	0.00%
		TOTAL EXPENDITURES	\$239,783	\$215,392	\$239,036	\$246,847	\$246,847	\$251,603	\$4,756	1.93%
		NET TOTAL	<b>\$201,697</b>	<b>\$183,392</b>	<b>\$207,636</b>	<b>\$210,447</b>	<b>\$210,447</b>	<b>\$215,203</b>	<b>\$4,756</b>	<b>2.26%</b>

BUDGET MODIFICATIONS: Costs were cut where appropriate.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
ECONOMIC DEVELOPMENT DIRECTOR	1.00	FT	General Fund - Economic Development Special Revenue Fund - CDBG	96% 4%
EXECUTIVE DIRECTOR OF THE DBA	1.00	FT	Special Revenue Fund - BID General Fund - Economic Development	60% 40%
ADMINISTRATIVE ASSISTANT III	1.00	FT	General Fund - Economic Development General Fund - Human Resources Special Revenue Fund - CDBG	89% 10% 1%
DOWNTOWN SEASONALS	0.40	Casual	Special Revenue Fund - BID	100%
<b>ECONOMIC DEVELOPMENT</b>	<b>3.40</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DEPARTMENT STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

2. Continue competitive and sustainable economic development focused on retention and recruitment to fully serve the business and entrepreneurial community resulting in private investment and job creation.

<u>DEPARTMENT</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>
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<b>Workload:</b>	1. Enhance communication between Economic Development partners.	# of annual reviews of all development agreements	22	9	7	7	7
	2. Conduct ongoing business retention calls.	# of business retention visits	4	13	24	24	24
	3. Maintain the ability to respond rapidly to site selection RFP's.	# of Development Agreements entered into	3	3	0	3	4
		RFP's responded to	7	13	16	10	10

<u>DEPARTMENT</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	
	4. Attend and participate in appropriate trade shows.	# of attended retail industry trade shows	1	1	1	1	2
	5. Continue to use the comprehensive community marketing kit.	# of brochures/videos produced	1	1	0	1	1
	6. Create, implement, manage, and evaluate Tax Incremental Finance Districts.	# of TID's created or amended	0	0	0	0	0
<b><u>Efficiency &amp; Effectiveness</u></b>	7. Track and document economic development activity, reporting results to city Council on an annual basis.	Tax Base Growth	0.4%	2.1%	-0.7%	-1.5%	1.0%
		# of Jobs Created	491	262	153	40	150
		Net increase in industrial and commercial square footage.	691,900	307,500	95,103	574,599	300,000
		# of industrial acreage sold	0	0	3.3	40	30
		# of new businesses	14	7	10	9	10
		# of business expansions	-	-	2	3	10
		Capital Investment	-	-	\$67M	\$47M	\$20M
	8. Downtown Development Activity	# of public improvement projects downtown.*	1	1	2	1	1
		# of promotions undertaken downtown.*	8	8	8	9	9
		# of new downtown businesses.*	2	3	3	2	2
		# units per year. Upper floor housing	0	10	28	2	2
	9. Track and document economic development activity, reporting results to city Council on an annual basis.	# of jobs gained downtown.*	76	61	9	15	15
		# of façade renovations completed downtown.*	5	8	5	4	4
		# of building rehabs downtown.*	2	7	5	1	1



**DEPARTMENT**                      **PERFORMANCE**                      **2011**                      **2012**                      **2013**                      **2014**                      **2015**  
**OBJECTIVES:**                      **INDICATORS:**                      **Actual**                      **Actual**                      **Actual**                      **Target**                      **Target**

<b>2014 Strategic Goal(s) Report:</b>	Find an appropriate reuse of vacated Kerry building located at 200 W. Grand Ave. or consider alternate options.		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Continue to market remaining property in the Willowbrook and I-90 Industrial Park.		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Provide staff support for Greater Beloit Economic Development Corporation, Downtown Beloit Association, Beloit Fine Arts Incubator, Greater Beloit Chamber of Commerce, and Visit Beloit.		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	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.		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Continue a proactive countywide marketing campaign via Rock County 5.0. Number of direct marketing activities involved in.		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

\*State fiscal calendar data July to June.

## 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 small business community.

**Objective:** Enhance communication and service between the small 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.

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**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) 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.

# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

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

*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.*

**2015 Finance & Administrative Services 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.

**General Fund**

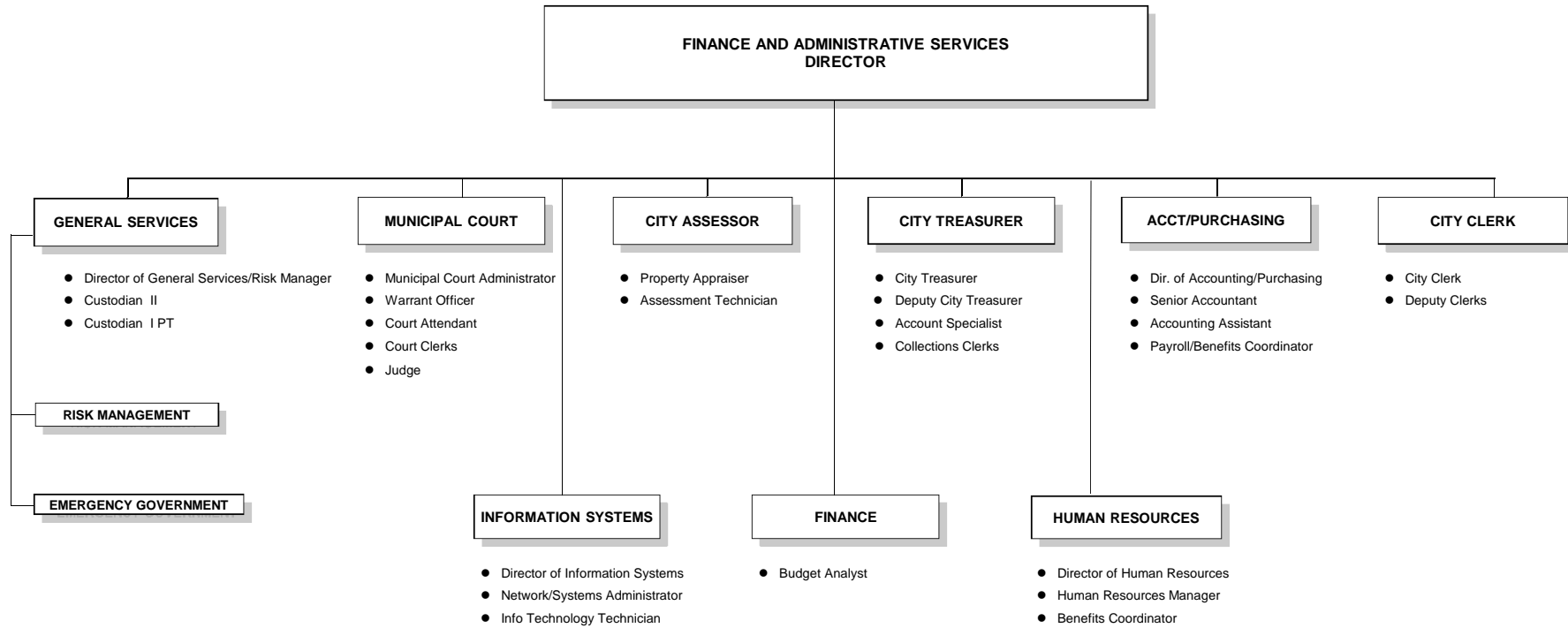
**Divisions & Programs:** *City Clerk, Municipal Court, City Assessor, Human Resources, City Treasurer, Accounting & Purchasing, Contingency Fund, Cable T.V. Advisory Committee, Information Systems, Finance, Insurance and City Hall Operations*

**Internal Services Fund:** *Municipal Insurance*

## BUDGET SUMMARY EXPENDITURES

	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2014 Estimate	2015 Adopted
General Fund	\$3,111,401	\$3,015,636	\$3,000,330	\$3,589,788	\$3,377,455	\$3,354,899
<b>Internal Service</b>	<b>\$1,726,604</b>	<b>\$1,175,675</b>	<b>\$1,520,911</b>	<b>\$1,522,180</b>	<b>\$1,672,417</b>	<b>\$1,536,182</b>
<b>TOTAL</b>	<b>\$4,838,005</b>	<b>\$4,191,311</b>	<b>\$4,521,241</b>	<b>\$5,111,968</b>	<b>\$5,049,872</b>	<b>\$4,891,081</b>

**CITY OF БЕЛОIT, WISCONSIN  
FINANCE AND ADMINISTRATION DEPARTMENT  
ORGANIZATIONAL CHART  
2015**





# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

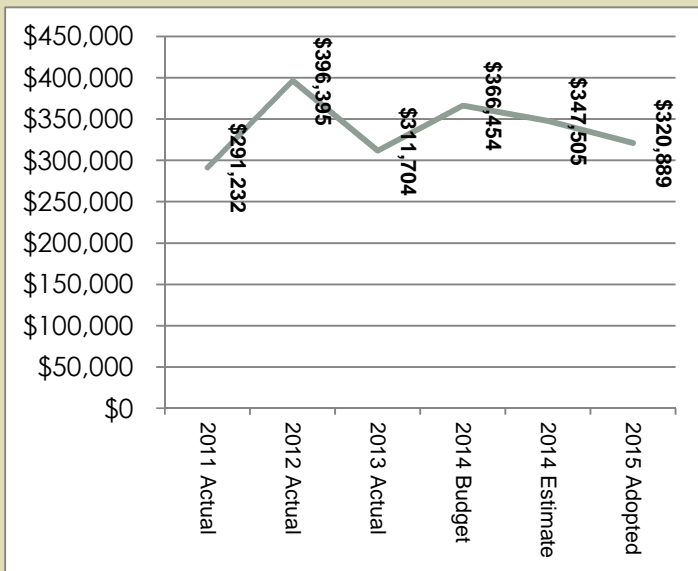
## General Fund –

### City Clerk Description:

The City of Beloit Clerk’s office is the gateway to open and accessible government. We serve the citizens of Beloit through a variety of services, and we provide a dependable resource for information and services provided by the City of Beloit and various other organizations.



Our office organizes and administers all elections, utilizing nine polling places located conveniently throughout the City. We provide support to the City Council through the preparation of agendas, packets, and minutes; parliamentary procedure; and meeting management. We also provide support to the Alcohol Beverage License Control Commission and the Board of Review. We process applications and issue licenses to all establishments where alcohol is temporarily or permanently sold, served, possessed, and/or consumed, as well as to those individuals who work in such establishments. We license tree trimmers, jewelry dealers, secondhand dealers, movie theaters, cigarette sellers, fireworks vendors, solid waste transporters, outdoor vendors, door-to-door salespersons, junkyard operators, mobile home parks, sidewalk cafes, and wireless communication facilities. We also issue boat launch permits for Beloit’s public boat launch at Wooten Park. Our office maintains the City’s Municipal Code of Ordinances and all resolutions, contracts, ordinances, agreements, and other



documents processed through the official City actions. We post all committee, commission, and board meeting agendas and file and maintain meeting minutes of the same. We publish the official City Information Directory annually and update portions of the City’s official website daily. We answer the City’s switchboard and provide accurate information in person and over the phone. Finally, we facilitate and comply with open records requests, answer website information requests, administer oaths, and apply the official City Seal to documents when appropriate.

			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CITY CLERK										
LICENSES & PERMITS										
1611100	4110	CLS A BEER	(\$4,945)	(\$4,815)	(\$5,595)	(\$5,250)	(\$6,877)	<b>(\$6,300)</b>	(\$1,050)	20.00%
1611100	4111	CLS B BEER	(\$2,785)	(\$2,735)	(\$2,117)	(\$2,700)	(\$1,900)	<b>(\$1,850)</b>	\$850	-31.48%
1611100	4112	B BEER SP	(\$485)	(\$484)	(\$451)	(\$485)	(\$500)	<b>(\$425)</b>	\$60	-12.37%
1611100	4114	A BEER/LIQ	(\$13,550)	(\$13,450)	(\$13,385)	(\$13,325)	(\$13,838)	<b>(\$14,350)</b>	(\$1,025)	7.69%
1611100	4115	B BEER/LIQ	(\$29,950)	(\$39,728)	(\$39,888)	(\$39,000)	(\$38,995)	<b>(\$30,625)</b>	\$8,375	-21.47%
1611100	4118	OPERATOR	(\$25,068)	(\$7,867)	(\$27,675)	(\$7,500)	(\$8,150)	<b>(\$27,500)</b>	(\$20,000)	266.67%
1611100	4119	CIGARETTES	(\$4,300)	(\$5,950)	(\$5,010)	(\$4,500)	(\$5,325)	<b>(\$4,300)</b>	\$200	-4.44%
1611100	4123	AMUSEMENT	(\$421)	(\$1,231)	(\$4,277)	(\$2,160)	(\$2,366)	<b>(\$2,360)</b>	(\$200)	9.26%
1611100	4126	MOBILE HOME	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	<b>(\$300)</b>	\$0	0.00%
1611100	4127	JUNK YARDS	(\$60)	(\$50)	(\$50)	(\$50)	(\$50)	<b>(\$50)</b>	\$0	0.00%
1611100	4128	2ND HAND	(\$286)	(\$198)	(\$238)	(\$200)	(\$253)	<b>(\$230)</b>	(\$30)	15.00%
1611100	4129	PARKING PM	\$0	\$0	(\$100)	(\$250)	(\$300)	<b>(\$400)</b>	(\$150)	60.00%
1611100	4164	TREE TRIM	(\$350)	(\$510)	(\$350)	(\$500)	(\$300)	<b>(\$300)</b>	\$200	-40.00%
1611100	4167	DOOR/DOOR	(\$2,022)	(\$513)	(\$1,104)	(\$631)	(\$1,032)	<b>(\$631)</b>	\$0	0.00%
1611100	4168	WASTE COLL	(\$1,270)	(\$1,330)	(\$1,050)	(\$1,250)	(\$1,000)	<b>(\$1,250)</b>	\$0	0.00%
1611100	4231	MISC/NSF	(\$27)	\$0	\$0	\$0	(\$900)	<b>(\$600)</b>	(\$600)	0.00%
DEPARTMENTAL EARNING										
1611100	4506	COPY FEES	\$0	(\$23)	\$2	(\$20)	(\$10)	<b>(\$20)</b>	\$0	0.00%
		TOTAL REVENUES	<b>(\$85,818)</b>	<b>(\$79,184)</b>	<b>(\$101,588)</b>	<b>(\$78,121)</b>	<b>(\$82,096)</b>	<b>(\$91,491)</b>	<b>(\$13,370)</b>	<b>17.11%</b>
PERSONNEL SERVICES										
1611100	5110	REG PERSNL	\$152,548	\$158,166	\$161,948	\$165,243	<b>\$165,243</b>	<b>\$171,616</b>	\$6,373	3.86%
1611100	5130	EXTRA PERS	\$0	\$4,675	\$385	\$57,200	\$47,368	<b>\$27,000</b>	(\$30,200)	-52.80%
1611100	5150	OVERTIME	\$1,702	\$9,683	\$891	\$4,500	\$3,998	<b>\$2,000</b>	(\$2,500)	-55.56%
1611100	5191	WIS RETIRE	\$15,832	\$9,944	\$10,844	\$11,834	<b>\$11,834</b>	<b>\$11,806</b>	(\$28)	-0.24%
1611100	519301	SOC SEC	\$9,520	\$10,627	\$10,077	\$10,439	<b>\$10,439</b>	<b>\$12,396</b>	\$1,957	18.75%
1611100	519302	MEDICARE	\$2,227	\$2,485	\$2,357	\$2,442	<b>\$2,442</b>	<b>\$2,900</b>	\$458	18.76%
1611100	5194	HOSP INS	\$51,469	\$42,696	\$53,026	\$56,358	<b>\$56,358</b>	<b>\$43,028</b>	(\$13,330)	-23.65%
1611100	5195	LIFE INS	\$606	\$688	\$730	\$791	<b>\$791</b>	<b>\$791</b>	\$0	0.00%
CONTRACTUAL SERVICE										
1611100	5215	COMP/OFF M	\$8,959	\$7,826	\$8,284	\$9,400	\$9,376	<b>\$8,700</b>	(\$700)	-7.45%
1611100	5223	SCHOOL/SEM	\$2,410	\$1,017	\$3,750	\$4,520	\$1,010	<b>\$4,100</b>	(\$420)	-9.29%
1611100	5225	PROF DUES	\$330	\$275	\$285	\$285	\$285	<b>\$285</b>	\$0	0.00%
1611100	5231	NOTICES	\$8,715	\$11,162	\$9,949	\$10,500	\$10,000	<b>\$10,200</b>	(\$300)	-2.86%
1611100	5232	DUPL/DRAFT	\$8,688	\$23,713	\$11,905	\$15,100	\$13,000	<b>\$11,400</b>	(\$3,700)	-24.50%
1611100	5240	CONT-PROF	\$2,059	\$5,152	\$2,719	\$4,625	\$3,744	<b>\$3,425</b>	(\$1,200)	-25.95%
1611100	5241	CONT-LABOR	\$18,191	\$93,522	\$25,213	\$2,000	\$1,500	<b>\$1,200</b>	(\$800)	-40.00%
1611100	5244	OTHER FEES	\$0	\$0	\$200	\$180	\$120	<b>\$180</b>	\$0	0.00%
1611100	5251	AUTO/TRAVL	\$402	\$877	\$797	\$1,000	\$550	<b>\$1,000</b>	\$0	0.00%
1611100	5271	TEL-LOCAL	\$2,520	\$2,168	\$1,614	\$1,932	\$1,932	<b>\$1,767</b>	(\$165)	-8.54%
MATERIALS & SUPPLIES										
1611100	5331	POSTAGE	\$1,588	\$3,980	\$2,230	\$3,180	\$3,000	<b>\$2,570</b>	(\$610)	-19.18%
1611100	5332	OFFICE/COM	\$3,117	\$6,242	\$4,101	\$3,960	\$3,750	<b>\$3,960</b>	\$0	0.00%
1611100	5351	BOOKS/SUBS	\$150	\$299	\$0	\$165	\$165	<b>\$165</b>	\$0	0.00%
FIXED EXPENSES										
1611100	5411	RENT/BUILD	\$200	\$1,200	\$400	\$800	\$600	<b>\$400</b>	(\$400)	-50.00%
		TOTAL EXPENDITURES	<b>\$291,232</b>	<b>\$396,395</b>	<b>\$311,704</b>	<b>\$366,454</b>	<b>\$347,505</b>	<b>\$320,889</b>	<b>(\$45,565)</b>	<b>-12.43%</b>
		<b>NET TOTAL</b>	<b>\$205,413</b>	<b>\$317,211</b>	<b>\$210,116</b>	<b>\$288,333</b>	<b>\$265,409</b>	<b>\$229,398</b>	<b>(\$58,935)</b>	<b>-20.44%</b>

**BUDGET MODIFICATIONS:** No license fees will increase for 2015.

Decrease in extra personnel and contracted labor due to only 2 elections in 2015.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
CITY CLERK	1.00	FT	General Fund - City Clerk	100%
DEPUTY CITY CLERK	2.00	FT	General Fund - City Clerk	100%
CASUAL	.15	FT	General Fund - City Clerk	100%
<b>CITY CLERK</b>	<b>3.15</b>			

## PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

### DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:

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.

	<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Adhere to state and city open records policies; maintain city records efficiently and effectively	# of documents scanned into document imaging system	175	242	297	275	275
		# open records requests processed	4	10	6	5	10
		# of Statements of Economic Interest forms sent, processed, and filed	102	101	113	122	115
	2. Administer election process and assist citizens with voter registration and ballot access	# of Elections administered	2	6	2	3	2
		# of polling places	10	9	9	9	9
		# of registered voters	16,761	21,387	17,047	18,000	16,500
		# of Election Official training sessions held	8	11	4	8	4
		# of Election Officials trained	120	198	160	175	150
		# of Special Registration Deputy training sessions	3	5	5	6	5
		# of Special Registration Deputies trained (2-year terms)	43	35	25	20	20
	# of postcards mailed to registered voters regarding the changes to the ward map and polling places	-	17,500	-	-	-	

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
3. Promote lifelong learning for all staff	# of trainings and classes taken	44	30	15	15	20
	# of professional conferences and meetings attended	6	5	6	3	4
	# of meetings with civic groups to promote city services and understanding of municipal government	3	2	2	2	2
	# of city, county, and professional committees in which staff participate	3	2	1	1	1
4. Administer annual licensing processes	Total # of license applications processed and issued	818	461	695	425	700
5. Coordinate annual Board of Review process	# of Board of Review (BOR) members trained	2	6	0	5	2
	# of BOR notices of intent to file received	5	15	9	6	10
	# of cases heard by BOR	5	7	4	2	5
	# of notices of determination mailed by Clerk	5	12	12	4	5
6. Act as an information resource for citizens	Publish Official City Information Directory 1-2 times annually	1	1	1	2	1
	# of switchboard phone calls answered (tracked in 2013 only)	-	-	1,681	-	-
7. Coordinate and provide support to the City Council	# of regular City Council agendas and packets produced and published	24	23	24	24	24
	# of special City Council agendas and packets produced and published	17	20	11	18	15
	# of City Council workshop notices and/or packets produced and published	15	21	37	35	30
8. Provide support and guidance to City Council and Municipal Judge candidates for	# of Council seats available	3	4	4	4	3
	# of Council Nomination Packets produced	10	12	10	12	10

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	
Spring Election	# of residents who submit the Council nomination paperwork and gain ballot access	7	7	3	4	6	
	# of Municipal Judge Nomination Packets produced	-	3	-	-	-	
	# of residents who submit the Municipal Judge nomination paperwork and gain ballot access	-	1	-	-	-	
	# of Campaign Finance Classes held by Clerk	1	1	0	0	1	
	# of Campaign Finance Reports filed with Clerk	5	10	2	0	6	
	# of Council and Municipal Judge candidate signatures verified	1,570	2,117	760	915	1350	
9. Provide support to the Alcohol Beverage License Control Committee (ABLCC)	# of ABLCC notices, agendas, and packets published and posted	10	9	11	12	11	
<b><u>Efficiency &amp; Effectiveness:</u></b>	10. Efficient support to City Council, ABLCC, and Board of Review	% of agenda packets available on scheduled date & time	100%	100%	100%	100%	100%
		% of meeting minutes completed within one week of the meeting	100%	100%	100%	100%	100%
	11. Adherence to open meeting and public records laws	% of Council public meeting notices posted and published at least 24 hours before meeting	100%	100%	100%	100%	100%
		% of open records requests processed within 10 days of receipt	100%	100%	100%	100%	100%

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>2014</b> <b>Strategic Goal(s) Report:</b>	1. Administer four elections in 2014	Train inspectors; staff 9 polling places per election	-	-	-	Yes (3)	-
		Register voters; train special registration deputies; train special voting deputies; maintain records and equip.	-	-	-	Yes	-
	2. Administer license processes and issue various licenses in accordance with City Ordinances	Distribute, receive, and process all license renewal applications	-	-		Yes	
		Provide information and act as a resource regarding licenses for internal and external customers				Ongoing	
		Revise, recreate, and/or reformat existing permit and license applications	-	-		Ongoing	
		Establish and maintain internal licensing database	-	-		Ongoing	
	3. Coordinate City Council meeting process effective and efficiency	Prepare, publish, and post all agendas, packets, notices, and minutes	-	-		Ongoing	
		Prepare Council nomination packets; assist new Councilors with Campaign Finance Reporting	-	-		Yes	
		Review options for agenda management/automation (established new Council procedure & laptops)				Yes	
	4. Coordinate annual property assessment Board of Review	Ensure members meet State training requirements; publish and post required notices; prepare and file final determinations and other documents	-	-		Yes	
	5. Act as a source of public information and complete numerous and varied projects	Answer switchboard; publish information directory; administer oaths; maintain official city records	-	-		Ongoing	

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
6. Prepare for purchase of new vote tabulating equipment	Decision made – waiting for GAB Certification and purchase in 2015	-	-		Ongoing	
7. Continue staff professional development & training	Clerk earned Wisconsin Certified Municipal Clerk (WCMC) designation				Yes	

## 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.

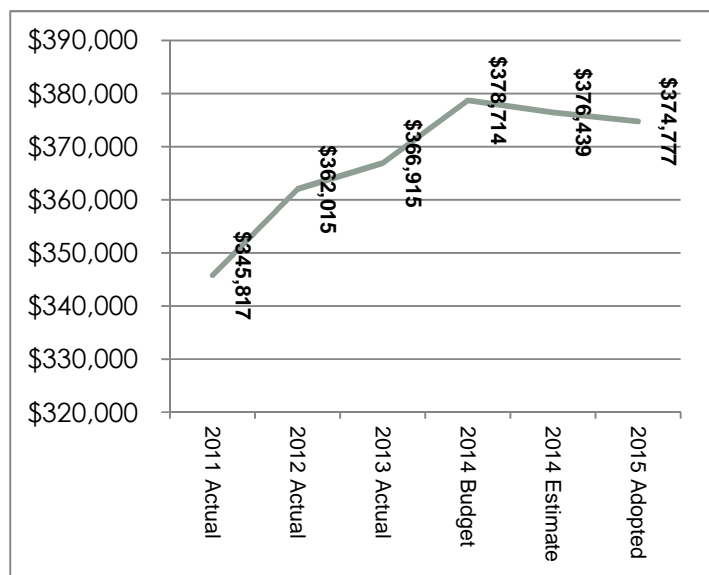
# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### ***Municipal Court Description:***

The Municipal Court Division hears local ordinance violations including: traffic and parking violations, loitering and curfew violations, battery, noise violations, discharging firearms within city limits, trash and debris violations, weeds and tall grass, furnishing alcohol to minors, unsanitary conditions/public health nuisances, exterior and interior property maintenance violations, etc. They may issue warrants, summons, subpoenas and other court documents. The Municipal Court works in conjunction with the Rock County Circuit Court, Law Enforcement Agencies, the Wisconsin State Department of Motor vehicles, and other various City Departments. They process legal records, provide related information to other courts, Department of Transportation, Police Departments, Tax Refund Intercept Program, and to all other interested parties. They prepare court dockets, monitor and update the status of cases, carry out orders made by the Municipal Judge such as suspending driver’s licenses or commitment, prepare Department of Transportation paperwork, and deal with the payments and receipts of fines and forfeitures. The Municipal Court serves check summons and issues court dates; they also send out and follow up on all commitments.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
MUNICIPAL COURT										
FINES & FORFEITURES										
1611200	4201	MUNI COURT	(\$142,063)	(\$143,716)	(\$133,681)	(\$145,000)	(\$140,000)	<b>(\$140,000)</b>	\$5,000	-3.45%
1611200	4214	NON-TRAFF	(\$371,291)	(\$383,576)	(\$365,540)	(\$410,000)	(\$352,000)	<b>(\$390,000)</b>	\$20,000	-4.88%
1611200	4216	PARKING	(\$224,195)	(\$211,039)	(\$191,435)	(\$220,000)	(\$220,000)	<b>(\$250,000)</b>	(\$30,000)	13.64%
1611200	4222	TRAFFIC	(\$207,008)	(\$216,095)	(\$196,755)	(\$210,000)	(\$170,000)	<b>(\$190,000)</b>	\$20,000	-9.52%
1611200	4231	MISC	\$7,854	\$194	(\$3,698)	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611200	4232	WARRANTS	(\$47,020)	(\$60,118)	(\$60,615)	(\$50,000)	(\$60,000)	<b>(\$60,000)</b>	(\$10,000)	20.00%
		TOTAL REVENUES	<b>(\$983,724)</b>	<b>(\$1,014,350)</b>	<b>(\$951,724)</b>	<b>(\$1,035,000)</b>	<b>(\$942,000)</b>	<b>(\$1,030,000)</b>	\$5,000	-0.48%
PERSONNEL SERVICES										
1611200	5110	REG PERSNL	\$137,888	\$142,674	\$148,234	\$149,442	<b>\$149,442</b>	<b>\$147,985</b>	(\$1,457)	-0.97%
1611200	5120	PT PERSONL	\$57,113	\$64,672	\$66,845	\$66,762	<b>\$66,762</b>	<b>\$66,532</b>	(\$230)	-0.34%
1611200	5130	EXTRA PERS	\$7,859	\$4,712	\$3,870	\$5,184	<b>\$5,184</b>	<b>\$5,235</b>	\$51	0.98%
1611200	5150	OVERTIME	\$2	\$0	\$0	\$0	<b>\$0</b>	<b>\$0</b>	\$0	0.00%
1611200	5191	WIS RETIRE	\$18,371	\$10,497	\$12,246	\$12,786	<b>\$12,786</b>	<b>\$12,473</b>	(\$313)	-2.45%
1611200	519301	SOC SEC	\$12,554	\$13,124	\$13,581	\$13,551	<b>\$13,551</b>	<b>\$13,625</b>	\$74	0.55%
1611200	519302	MEDICARE	\$2,936	\$3,069	\$3,177	\$3,169	<b>\$3,169</b>	<b>\$3,186</b>	\$17	0.54%
1611200	5194	HOSP INS	\$58,781	\$54,382	\$69,168	\$70,332	<b>\$70,332</b>	<b>\$70,332</b>	\$0	0.00%
1611200	5195	LIFE INS	\$865	\$926	\$935	\$1,006	<b>\$1,006</b>	<b>\$807</b>	(\$199)	-19.78%
CONTRACTUAL SERVICE										
1611200	5223	SCHOOL/SEM	\$1,746	\$1,066	\$1,292	\$1,300	\$1,300	<b>\$1,300</b>	\$0	0.00%
1611200	5225	PROF DUES	\$0	\$100	\$0	\$275	\$0	<b>\$0</b>	(\$275)	-100.00%
1611200	5232	DUPL/DRAFT	\$4,306	\$147	\$3,716	\$5,000	\$3,000	<b>\$3,000</b>	(\$2,000)	-40.00%
1611200	5244	OTHER FEES	\$27,629	\$25,808	\$29,856	\$33,500	\$33,500	<b>\$33,500</b>	\$0	0.00%
1611200	5251	AUTO/TRAVL	\$3,471	\$25,620	\$3,585	\$3,900	\$3,900	<b>\$3,900</b>	\$0	0.00%
1611200	5257	COMPUTER S	\$0	\$3,811	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611200	5271	TEL-LOCAL	\$2,762	\$2,319	\$1,863	\$2,132	\$2,132	<b>\$2,027</b>	(\$105)	-4.92%
1611200	5281	INS-EMP BN	\$0	\$0	\$0	\$175	\$175	<b>\$175</b>	\$0	0.00%
MATERIALS & SUPPLIES										
1611200	5331	POSTAGE	\$7,713	\$6,719	\$6,683	\$8,200	\$8,200	<b>\$8,700</b>	\$500	6.10%
1611200	5332	OFFICE/COM	\$1,822	\$2,370	\$1,864	\$2,000	\$2,000	<b>\$2,000</b>	\$0	0.00%
		TOTAL EXPENDITURES	<b>\$345,817</b>	<b>\$362,015</b>	<b>\$366,915</b>	<b>\$378,714</b>	<b>\$376,439</b>	<b>\$374,777</b>	(\$3,937)	-1.04%
		NET TOTAL	<b>(\$637,907)</b>	<b>(\$652,335)</b>	<b>(\$584,810)</b>	<b>(\$656,286)</b>	<b>(\$565,561)</b>	<b>(\$655,223)</b>	<b>\$1,063</b>	<b>-0.16%</b>

**BUDGET MODIFICATIONS:** Revenue estimates for Municipal Court, Non-traffic and Traffic fines were reduced based on actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
MUNICIPAL COURT ADMINISTRATOR	1.00	FT	General Fund - Municipal Court	100%
MUNICIPAL COURT JUDGE	0.20	PT	General Fund - Municipal Court	100%
COURT CLERK	2.00	FT	General Fund - Municipal Court	100%
WARRANT OFFICER	0.60	PT	General Fund - Municipal Court	100%
COURT ATTENDANTS	0.40	Casual	General Fund - Municipal Court	100%
<b>MUNICIPAL COURT</b>	<b>4.20</b>			

## PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

### DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:

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.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>					
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Process arraignments.	# of arraignments entered.	9,250	9,341	8,923	9,500	9,500
	2. Process parking tickets.	# of Traffic Cases	5,650	5,515	7,843	5,750	5,750
		# of OWI Operating While Intoxicated Cases	211	239	124	100	100
		# of Non-traffic cases	3,389	3,587	2,687	3,500	3,500
	3. Process suspensions timely.	% of total cases that resulted in default or plea of guilty	88%	89%	88%	89%	89%
4. Process commitments timely.	% of total cases that were dismissed	7%	7%	7%	7%	7%	

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>					
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Efficiency</u> & <u>Effectiveness:</u>	5. Process defaults timely.	% of total cases that pleaded not guilty	5%	4%	5%	4%	4%
<u>2014 Strategic Goal(s)</u> <u>Report:</u>	Continue to increase and refine collections of delinquent parking, traffic, and code violation fines and forfeitures.	Amount of Tax intercept collections Court	\$119,082	\$130,088	\$108,882	\$125,000	\$125,000
		Amount of Tax intercept collections Parking	\$15,184	\$16,610	\$15,500	\$16,000	\$16,000



## 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.

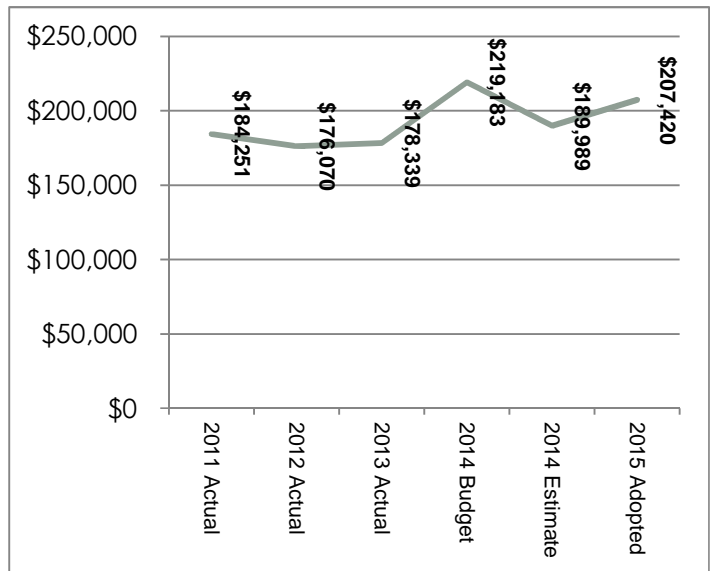
# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *City Assessor Description:*

The Assessor Division is responsible for the equitable and efficient administration of the tax base for the City of Beloit. This division provides data, which is the basis of the Geographic Information System, and coordinates enhancements of the database with the Division of Engineering. The assessment staff supports Economic Development with real time estimates as well as property information. Following the annual assessment and budget process, the Assessor Division, in cooperation with the City Treasurer, plans, provides data, and assists with the generation of property tax bills.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
ASSESSOR'S OFFICE										
1611300	451402	CAMA	(\$35)	(\$4)	(\$25)	(\$25)	\$0	\$0	\$25	-100.00%
		TOTAL REVENUES	(\$35)	(\$4)	(\$25)	(\$25)	\$0	\$0	\$25	-100.00%
PERSONNEL SERVICES										
1611300	5110	REG PERSNL	\$96,367	\$90,080	\$93,813	\$97,289	\$97,289	\$99,555	\$2,266	2.33%
1611300	5130	EXTRA PERS	\$9,401	\$169	\$0	\$0	\$0	\$0	\$0	0.00%
1611300	5150	OVERTIME	\$441	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1611300	5191	WIS RETIRE	\$10,753	\$5,330	\$6,248	\$6,733	\$6,733	\$6,770	\$37	0.55%
1611300	519301	SOC SEC	\$6,483	\$5,555	\$5,709	\$5,859	\$5,859	\$5,950	\$91	1.55%
1611300	519302	MEDICARE	\$1,516	\$1,299	\$1,335	\$1,370	\$1,370	\$1,391	\$21	1.53%
1611300	5194	HOSP INS	\$19,921	\$21,459	\$23,444	\$23,444	\$23,444	\$23,444	\$0	0.00%
1611300	5195	LIFE INS	\$216	\$230	\$211	\$219	\$219	\$298	\$79	36.07%
1611300	5196	UNEMPLOYMENT	\$0	\$2,927	\$0	\$0	\$0	\$0	\$0	0.00%
CONTRACTUAL SERVICE										
1611300	5211	VEH. OPER	\$805	\$954	\$497	\$1,214	\$1,000	\$1,023	(\$191)	-15.73%
1611300	5215	COMP/OFF M	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1611300	5223	SCHOOL/SEM	\$1,766	\$574	\$0	\$950	\$950	\$950	\$0	0.00%
1611300	5225	PROF DUES	\$275	\$275	\$275	\$275	\$275	\$275	\$0	0.00%
1611300	5232	DUPL/DRAFT	\$1,920	\$2,044	\$2,810	\$2,000	\$2,000	\$2,000	\$0	0.00%
1611300	5240	CONT-PROF	\$278	\$24,424	\$24,000	\$44,182	\$32,000	\$57,000	\$12,818	29.01%
1611300	5241	CONT-LABOR	\$27,336	\$15,365	\$15,959	\$26,500	\$12,463	\$0	(\$26,500)	-100.00%
1611300	5251	AUTO/TRAVL	\$219	\$128	\$101	\$250	\$250	\$250	\$0	0.00%
1611300	5257	COMPUTER S	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1611300	5271	TEL-LOCAL	\$2,111	\$1,784	\$1,504	\$2,137	\$2,137	\$2,095	(\$42)	-1.97%
MATERIALS & SUPPLIES										
1611300	5331	POSTAGE	\$2,130	\$1,895	\$1,197	\$4,511	\$2,500	\$4,419	(\$92)	-2.04%
1611300	5332	OFFICE/COM	\$1,816	\$1,078	\$1,202	\$1,750	\$1,500	\$1,750	\$0	0.00%
1611300	5351	BOOKS/SUBS	\$500	\$500	\$35	\$500	\$0	\$250	(\$250)	-50.00%
		TOTAL EXPENDITURES	\$184,251	\$176,070	\$178,339	\$219,183	\$189,989	\$207,420	(\$11,763)	-5.37%
		<b>NET TOTAL</b>	<b>\$184,215</b>	<b>\$176,066</b>	<b>\$178,314</b>	<b>\$219,158</b>	<b>\$189,989</b>	<b>\$207,420</b>	<b>(\$11,738)</b>	<b>-5.36%</b>

**BUDGET MODIFICATIONS:** All costs for contract labor were moved to contract professional account.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
PROPERTY APPRAISER	1.00	FT	General Fund - City Assessor	100%
ASSESSMENT TECHNICIAN	1.00	FT	General Fund - City Assessor	100%
CITY ASSESSOR	2.00			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

**DIVISION**                      **PERFORMANCE**                      **2011**                      **2012**                      **2013**                      **2014**                      **2015**  
**OBJECTIVES:**                      **INDICATORS:**

			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b><u>Workload:</u></b>	1. Assessment records are kept current.	# of new homes sketched.	1	1	2	5	5
		# of photos of new constructed properties.	1	1	14	15	25
		# of new parcels added to the assessment roll during the annual cycle.	13	2	2	5	5
	2. Properties with permits are updated annually.	# of residential permits reviewed with field inspection.	480	350	375	400	500
		# of commercial permits reviewed with field inspection.	20	20	25	42	30
	3. Improve effectiveness by gaining acceptance of assessments by public.	Number of Open Book Cases	67	75	46	50	50
		Number of Board of Review cases.	5	7	3	2	5

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
4. Annual review of all assessments.	Number of real estate assessments made during the annual cycle.	12,920	13,348	12,858	12,767	12,800
	Number of personal property assessments made during the annual cycle.	874	875	745	856	875
	Total number of assessments made during the annual assessment cycle.	13,794	13,348	13,695	13,623	13,700
	% of deeds that are updated within 14 days.	100	100	100	100	100
	% of new home sketches that have been completed.	100	100	100	100	100
	% of photos of new constructed properties entered into database.	100	100	100	100	100
	% of permitted properties processed before closing assessment rolls.	100	100	100	100	100
5. Reports are submitted to Wisconsin Department of Revenue on time.	Date Computer Exempt Report completed (May 1 is deadline).	4/29/11	4/29/12	4/21/13	6/8/14	5/1/15
	Date TIF & Final Report completed (June 9 is deadline).	6/9/11	6/11/12	6/8/13	6/8/14	6/8/15
	Equalization Ratio reported by WI Department of Revenue (statutory requirement is between 90 and 110%).	.92	1.0559	114.62	1.08	1.05
	Date Tax Billing Project Completed (3 <sup>rd</sup> Monday in December is deadline).	12/19/11	12/17/12	12/9/13	12/8/14	12/14/14

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	
	6. Improve effectiveness by gaining acceptance of assessments by public.	% of Board of Review cases sustained.	100	100	100	50	100
	7. Promote proactive public relations campaign.	Completed assessment process in time and met statutory time guidelines to have Board of Review on statutory date (date Board of Review held)	5/31/11	5/29/12	5/15/13	6/6/14	5/11/15
		Field review of all residential sales that occurred (approx. 500 properties). Report # inspected	350	400	350	500	750
		Field review of all commercial properties sold	33	50	20	25	30
<b><u>2014 Strategic Goal(s) Report:</u></b>	Update property assessment information. Sales & Permits		100%	100%	100%	100%	100%
	Update 2012 assessments while maintaining standards outlined by Wisconsin State Statues		1/1/11	1/1/12	1/1/13	1/1/14	1/1/15
	Update Property Record Card Pictures		2,000	500	500	500	500



<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
To create a “Virtual Assessor’s Office” by transitioning from paper based systems to paperless					100%	100%
Develop a process & procedure manual to identify, document and improve assessment functions		Work in Progress	Work in Progress	Work in Progress	Work in Progress	Work in Progress

## 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.

# DEPARTMENT OF FINANCE & ADMINISTRATION

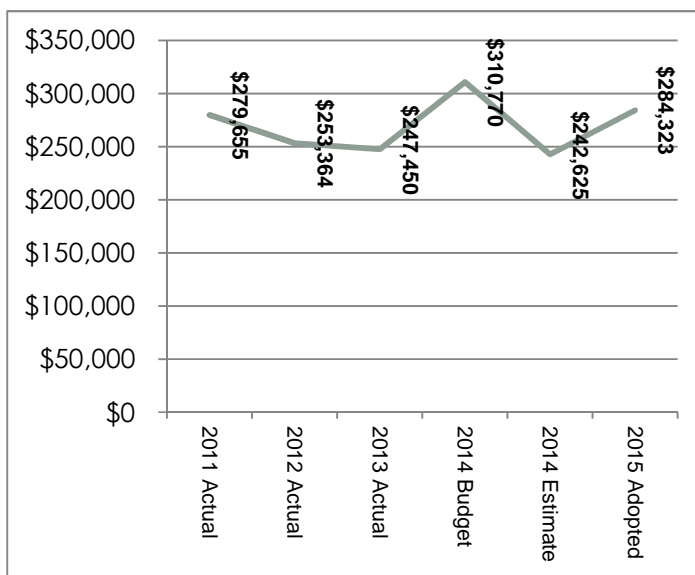
2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *Human Resources Description:*

The Human Resources Division coordinates the numerous programs and policies affecting the employees of the City of Beloit. The Human Resources Division, recruits, screens, tests (when required), interviews applicants for City positions, conducts new employee orientation, promotes interdepartmental relations through meetings, seminars and training programs, conducts labor negotiations with Negotiating Committee and administers labor contract provision, develops and maintains the City’s Affirmative Action Plan and assures Equal Employment Opportunity to applicants and employees.

It is the policy of the City to provide employment, compensation and other benefits related to employment based on qualifications, without regard to race, color, religion, national origin, sexual orientation, age, gender, veteran status or disability, or any other basis prohibited by Federal and State law.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
HUMAN RESOURCES										
PERSONNEL SERVICES										
1611500	5110	REG PERSNL	\$111,859	\$123,216	\$132,172	\$133,466	\$100,000	<b>\$131,663</b>	(\$1,803)	-1.35%
1611500	5130	EXTRA PERSONNEL	\$0	\$3,762	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611500	5191	WIS RETIRE	\$10,591	\$7,326	\$8,802	\$9,235	\$8,000	<b>\$8,952</b>	(\$283)	-3.06%
1611500	519301	SOC SEC	\$6,754	\$7,847	\$8,038	\$8,023	\$7,000	<b>\$8,029</b>	\$6	0.07%
1611500	519302	MEDICARE	\$1,579	\$1,835	\$1,880	\$1,877	\$900	<b>\$1,877</b>	\$0	0.00%
1611500	5194	HOSP INS	\$34,260	\$37,553	\$43,312	\$43,312	\$32,484	<b>\$43,312</b>	\$0	0.00%
1611500	5195	LIFE INS	\$190	\$208	\$207	\$216	\$150	<b>\$156</b>	(\$60)	-27.78%
CONTRACTUAL SERVICE										
1611500	5223	SCHOOL/SEM	\$1,794	\$2,681	\$1,775	\$2,500	\$2,500	<b>\$2,921</b>	\$421	16.84%
1611500	522301	CITY TRAIN	\$1,813	\$2,042	\$5,174	\$3,500	\$3,500	<b>\$3,500</b>	\$0	0.00%
1611500	5225	PROF DUES	\$903	\$1,385	\$1,399	\$2,000	\$1,400	<b>\$1,140</b>	(\$860)	-43.00%
1611500	5231	NOTICES	\$180	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611500	5232	DUPL/DRAFT	\$1,391	\$2,495	\$2,189	\$1,000	\$750	<b>\$750</b>	(\$250)	-25.00%
1611500	5240	CONT-PROF	\$92,134	\$58,541	\$39,114	\$100,000	\$80,000	<b>\$70,000</b>	(\$30,000)	-30.00%
1611500	5241	CONT-LABOR	\$0	\$0	\$0	\$1,000	\$0	<b>\$0</b>	(\$1,000)	-100.00%
1611500	5244	OTHER FEES	\$3,405	\$23	\$0	\$500	\$500	<b>\$500</b>	\$0	0.00%
1611500	5248	ADV/MARKT	\$7,955	\$0	\$0	\$0	\$1,750	<b>\$7,000</b>	\$7,000	100.00%
1611500	5251	AUTO/TRAVL	\$164	\$618	\$445	\$250	\$700	<b>\$486</b>	\$236	94.40%
1611500	5252	MEALS	\$5	\$5	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611500	5271	TEL-LOCAL	\$1,557	\$1,310	\$1,065	\$1,191	\$1,191	<b>\$1,204</b>	\$13	1.09%
MATERIALS & SUPPLIES										
1611500	5331	POSTAGE	\$519	\$635	\$265	\$200	\$200	<b>\$400</b>	\$200	100.00%
1611500	5332	OFFICE/COM	\$467	\$447	\$681	\$500	\$600	<b>\$600</b>	\$100	20.00%
1611500	5351	BOOKS/SUBS	\$2,137	\$1,270	\$932	\$2,000	\$1,000	<b>\$1,833</b>	(\$167)	-8.35%
1611500	5352	TRAIN EQUIP	\$0	\$165	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
TOTAL EXPENDITURES			\$279,655	\$253,364	\$247,450	\$310,770	\$242,625	<b>\$284,323</b>	(\$26,447)	-8.51%
<b>NET TOTAL</b>			<b>\$279,655</b>	<b>\$253,364</b>	<b>\$247,450</b>	<b>\$310,770</b>	<b>\$242,625</b>	<b>\$284,323</b>	<b>(\$26,447)</b>	<b>-8.51%</b>

**BUDGET MODIFICATIONS:** Benefits Coordinator position added to Human Resources Division but budgeted in Health & Dental Budget.

Decrease in contracted professional due to decrease in legal fees for contract negotiations to bargain for successor agreements.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DIRECTOR OF HUMAN RESOURCES	1.00	FT	Enterprise Fund - Water Utility	7%
			Enterprise Fund - Wastewater	7%
			General Fund - Human Resources	86%
HUMAN RESOURCES MANAGER	1.00	FT	Enterprise Fund - Water Utility	7%
			Enterprise Fund - Wastewater	7%
			General Fund - Human Resources	86%
BENEFITS COORDINATOR	1.00	FT	Internal Service - Health & Dental Insurance	100%
<b>HUMAN RESOURCES</b>	<b>3.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>

<b>Workload:</b>	1. Ensure that State and Federal laws are upheld in the hiring process	# of adverse decisions in third party proceedings	0	0	0	0	0
	2. Recruit a qualified and diverse pool of applicants for open positions.	# of new positions opened	0	2	5	1	1
		# of vacant positions	35	39	44	40	40
		# of applications	1,782	1,047	1,457	1,000	1,000
<b>Efficiency &amp; Effectiveness:</b>	3. Recruit a qualified and diverse pool of applicants for open positions.	Annual turnover rate - all employees	1.7%	.13%	10%	9%	8%
		Annual turnover rate - full time and regular part time	.06%	1%	5%	4%	3%



<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	% of minorities in casual workforce	12%	10%	15%	15%	15%
	Minority hire rate as % of total hires	11%	11%	7%	9%	10%
4. Provide relevant training opportunities	# of employees trained	318	279	363	250	300
5. Administer labor agreements and personnel policies fairly, uniformly and consistently.	# of grievances	5	0	3	2	1

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

#### Action Steps:

1. Train hiring managers on workforce planning
2. Continue researching workforce planning efforts of other municipalities.
3. Update and maintain the “user’s guide” for departments/divisions use in forecasting workforce needs.
4. Continue to analyze workforce needs to identify current and future gaps.
5. Develop and implement an action plan for workforce gaps.

---

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

#### Action Steps:

1. Create a succession plans for key positions.
2. Identify and recruit internal talent for development.
3. Promote career paths and encourage training opportunities.
4. Create a supportive work environment for growing 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:**

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.
- 

**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 and protect City resources.

**Action Steps:**

1. Consider hiring a Benefits Coordinator position to assist in the administration of employee benefit plans.
2. Continue to engage Working On Wellness (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.

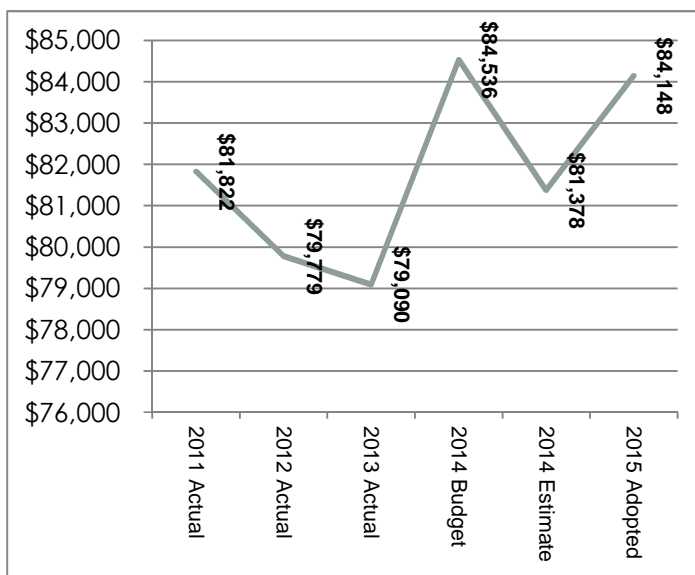
## DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

#### *Treasury Description:*

The Treasury Division provides exceptional customer service needs to our citizenry, conducts monetary transactions with efficiency, integrity and professionalism in accordance with Federal, State and Local laws/ordinances governing the receipt, handling and depositing of City funds. They maintain and work with the City’s automated billing system in order to timely generate monthly utility statements. The Treasury Division is also responsible for billing of all special charges/assessments and other City services. The Treasury Division calculates, finalizes and mails the property tax statements and prepares the annual tax rolls for review by citizenry. The Treasury Division monitors all tax collections and performs timely settlements with the Rock County Treasurer. The Treasury Division also works with very diligently with the collection agencies in an effort to increase revenue due on delinquent accounts.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
TREASURY										
TAXES										
1611600	4050	MOBILE TAX	(\$12,628)	(\$15,267)	(\$13,462)	(\$15,000)	(\$15,000)	(\$15,000)	\$0	0.00%
LICENSES & PERMITS										
1611600	4170	DOG LIC	(\$6,718)	(\$5,494)	(\$8,183)	\$0	\$0	\$0	\$0	0.00%
1611600	4171	DEL DOG	(\$920)	(\$810)	(\$1,810)	\$0	\$0	\$0	\$0	0.00%
FINES & FORFEITURES										
1611600	4241	NSF	(\$30)	\$0	(\$90)	\$0	\$0	\$0	\$0	0.00%
1611600	4279	TAX PENALTY	(\$141,741)	(\$111,658)	(\$148,132)	(\$140,000)	(\$120,000)	(\$120,000)	\$20,000	-14.29%
DEPARTMENTAL EARNING										
1611600	4516	TRANS CERT	(\$19,505)	(\$19,920)	(\$18,330)	(\$20,000)	(\$15,000)	(\$20,000)	\$0	0.00%
1611600	4529	FLAGS	\$25	(\$122)	(\$61)	\$0	\$0	\$0	\$0	0.00%
		TOTAL REVENUES	(\$181,517)	(\$153,271)	(\$190,067)	(\$175,000)	(\$150,000)	(\$155,000)	\$20,000	-11.43%
PERSONNEL SERVICES										
1611600	5110	REG PERSNL	\$30,111	\$24,933	\$25,688	\$26,585	\$26,585	\$27,529	\$944	3.55%
1611600	5130	EXTRA PERS	\$59	\$11	\$0	\$0	\$0	\$0	\$0	0.00%
1611600	5150	OVERTIME	\$29	\$0	\$350	\$250	\$250	\$250	\$0	0.00%
1611600	5191	WIS RETIRE	\$3,090	\$1,476	\$1,734	\$1,858	\$1,858	\$1,889	\$31	1.67%
1611600	519301	SOC SEC	\$1,868	\$1,547	\$1,614	\$1,645	\$1,645	\$1,723	\$78	4.74%
1611600	519302	MEDICARE	\$436	\$362	\$378	\$383	\$383	\$398	\$15	3.92%
1611600	5194	HOSP INS	\$11,547	\$10,741	\$11,722	\$11,719	\$11,719	\$11,719	\$0	0.00%
1611600	5195	LIFE INS	\$120	\$87	\$95	\$109	\$109	\$113	\$4	3.67%
CONTRACTUAL SERVICE										
1611600	5215	COMP/OFF M	\$102	\$3,791	\$3,085	\$3,800	\$3,800	\$3,800	\$0	0.00%
1611600	5223	SCHOOL/SEM	\$2,000	\$3,469	\$2,380	\$3,200	\$500	\$2,800	(\$400)	-12.50%
1611600	5225	PROF DUES	\$352	\$393	\$372	\$350	\$392	\$392	\$42	12.00%
1611600	5232	DUPL/DRAFT	\$2,155	\$1,407	\$1,534	\$1,500	\$1,400	\$1,400	(\$100)	-6.67%
1611600	5241	CONT-LABOR	\$1,989	\$4,000	\$3,006	\$4,000	\$4,000	\$4,000	\$0	0.00%
1611600	5244	OTHER FEES	\$14,425	\$12,839	\$15,319	\$14,600	\$14,600	\$14,600	\$0	0.00%
1611600	5245	BAD DEBT	\$2,395	\$3,231	\$0	\$2,000	\$1,000	\$1,000	(\$1,000)	-50.00%
1611600	5248	ADV/MARKT	\$186	\$190	\$269	\$200	\$800	\$300	\$100	50.00%
1611600	5251	AUTO/TRAVL	\$387	\$558	\$409	\$600	\$600	\$600	\$0	0.00%
1611600	5271	TEL-LOCAL	\$2,087	\$1,777	\$1,374	\$1,837	\$1,837	\$1,735	(\$102)	-5.55%
MATERIALS & SUPPLIES										
1611600	5331	POSTAGE	\$6,032	\$5,971	\$6,794	\$7,300	\$7,300	\$7,300	\$0	0.00%
1611600	5332	OFFICE/COM	\$2,455	\$2,997	\$2,969	\$2,600	\$2,600	\$2,600	\$0	0.00%
		TOTAL EXPENDITURES	\$81,822	\$79,779	\$79,090	\$84,536	\$81,378	\$84,148	(\$388)	-0.46%
		<b>NET TOTAL</b>	<b>(\$99,696)</b>	<b>(\$73,492)</b>	<b>(\$110,977)</b>	<b>(\$90,464)</b>	<b>(\$68,622)</b>	<b>(\$70,852)</b>	<b>\$19,612</b>	<b>-21.68%</b>

**BUDGET MODIFICATIONS:** Decrease in tax penalty projection for 2015 due to trended decline in 2014.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
CITY TREASURER	1.00	FT	General Fund - Treasury	20%
			Enterprise Fund - Wastewater	35%
			Enterprise Fund - Water Utility	35%
			Special Revenue Fund - Solid Waste	10%
DEPUTY CITY TREASURER	1.00	FT	Enterprise Fund - Wastewater	50%
			Enterprise Fund - Water Utility	50%
ACCOUNT SPECIALIST	1.00	FT	General Fund - Treasury	10%
			Enterprise Fund - Wastewater	35%
			Enterprise Fund - Water Utility	35%
			Special Revenue Fund - Solid Waste	20%
COLLECTION CLERK	2.00	FT	Enterprise Fund - Water Utility	45%
			Enterprise Fund - Wastewater	45%
			General Fund - Treasury	10%
<b>TREASURY</b>	<b>5.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>  <u>Actual</u>	<u>2012</u>  <u>Actual</u>	<u>2013</u>  <u>Actual</u>	<u>2014</u>  <u>Target</u>	<u>2015</u>  <u>Target</u>
<u>Workload:</u>	1. To ensure timely billing and collection of all miscellaneous receivables. Also collections of delinquent personal property taxes due to the City.	100 – 125 invoices mailed within 48 hours of receipt of request for billing	100 – 150 invoices generated and mailed within 48 hours of receipt of request for billing	100-150 invoices generated and mailed within 48 hours of receipt of Request for Billing	100-150 invoices generated and mailed within 48 hours of receipt of Request for Billing	All invoices generated and mailed out within 48 hours of receipt of Request for Billing	All invoices generated and mailed out within 48 hours of receipt of Request for Billing

<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>  <u>Actual</u>	<u>2012</u>  <u>Actual</u>	<u>2013</u>  <u>Actual</u>	<u>2014</u>  <u>Target</u>	<u>2015</u>  <u>Target</u>	
2. Commit to lifelong learning by enabling staff the opportunity to attend seminars/conference to enhance their professional growth. Experience and attendance required by Deputy and City Treasurer to obtain and renew certification as "Municipal Treasurer".	1 – State Level	1 - Deputy and Treasurer attended at the State Level	1 - Deputy and Treasurer attended at the State Level	Treasurer attended at the State Level	Deputy and City Treasurer both attending the Spring and/or Fall Conference	Deputy and City Treasurer both attending the Spring and/or Fall Conference	
	1 – CVMIC (Cities, Villages Mutual Insurance Company) Supervisor training						
<b>Efficiency &amp; Effectiveness:</b>	Attended the MTAW (Municipal Treasurers Association of Wisconsin) Spring conference in Madison	1 - Deputy and Treasurer both attended the MTAW (Municipal Treasurers Association of Wisconsin) conference in Waukesha	1 - Deputy and Treasurer both attended the MTAW (Municipal Treasurers Association of Wisconsin) conference in Pewaukee	Treasurer attended the MTAW (Municipal Treasurers Association conference in Wisconsin Dells			
	3. To ensure timely billing and collection of all miscellaneous receivables. Also collections of delinquent personal property taxes due to the City.	To generate and mail out ageing receivable reports to each department by 10 <sup>th</sup> of each month	Met targeted goal each month	Met targeted goal each month	To generate and mail out ageing receivable reports to each department by 10 <sup>th</sup> of each month	Compliance	Compliance
	4. To ensure accurate and timely tax settlements with the Rock County Treasurer.	Deadline met	Deadline met	Deadline met	To complete documents and mail to DOR (Department of Revenue) Mbefore April 2	Compliance	Compliance
		All 5 deadlines met in a timely manner	All 5 deadlines met in a timely manner	All 5 deadlines met in a timely manner	Compliance	Compliance	Compliance

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	5. Timely submission of documents and reports to the Wisconsin Department of Revenue.	Met statutory deadline	Met statutory deadline	Met statutory deadline	Met statutory deadline	Compliance	Compliance
	6. To calculate, print and mail tax statements by the 17th of December and to work closely with the County to ensure proper crediting of all tax payments.	Met statutory deadline	Met statutory deadline	Met statutory deadline	Compliance	Compliance	Compliance
	7. Conduct bi-annual random audits on all entities within the City for compliance of the cash handling policy.	Completed random audits in each department once annually	Complete random audits in each department once annually and follow up with those with recommendations for improvement	Complete random audits in each department once annually and follow up with those with recommendations for improvement	Compliance	Compliance	Compliance
<b>2014 Strategic Goal(s) Report:</b>	Increase revenue by improving delinquent account collections.	Tax Penalty Collections	\$141,741	\$111,658	\$148,132	\$168,000	\$168,000



## 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) Public Service Commission 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:**

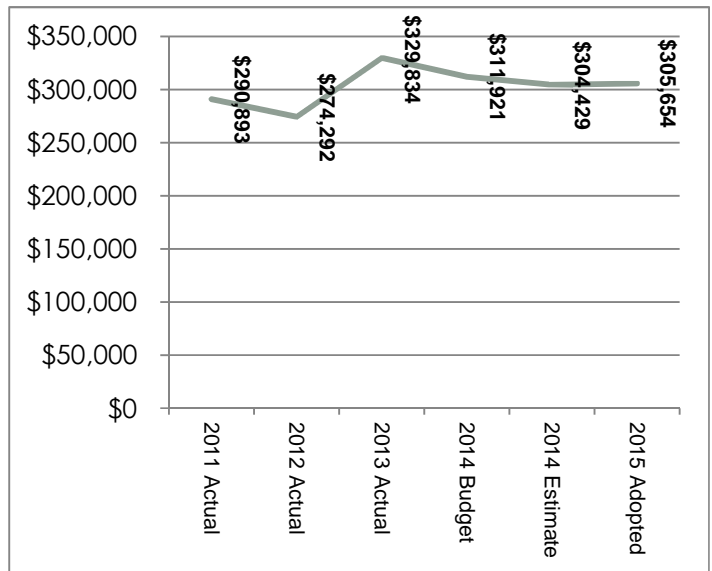
1. Develop a "Promotional" flyers to inform our utility customers on the availability and the user friendly on-line access of the enrollment process for e-Statements.
2. Encourage enrollment by distributing the flyers to our walk-in customers. By enrolling you can enhance security by eliminating your 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.

# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

**General Fund –  
Accounting & Purchasing  
Description:**

The Accounting/Purchasing Division is responsible for the recording and processing of city-wide financial and procurement activities, and for other functions including payroll processing, benefit administration, audit preparation and oversight, and policy and software support to internal staff. This division is responsible for financial oversight of grant administration for all city departments. The Accounting/Purchasing Division processes or prepares city-wide payment requests for vendors. This division confirms and records existence of assets of the City.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
ACCOUNTING & PURCHASING										
OTHER REVENUE										
1611700	4604	PCARDREBT	\$0	(\$311)	(\$31,717)	(\$30,000)	(\$23,732)	<b>(\$50,000)</b>	(\$20,000)	66.67%
		TOTAL REVENUES	\$0	(\$311)	(\$31,717)	(\$30,000)	(\$23,732)	<b>(\$50,000)</b>	(\$20,000)	66.67%
PERSONNEL SERVICES										
1611700	5110	REG PERSNL	\$145,734	\$141,979	\$151,307	\$156,819	\$150,000	<b>\$149,108</b>	(\$7,711)	-4.92%
1611700	5150	OVERTIME	\$0	\$0	\$190	\$0	\$2,000	<b>\$0</b>	\$0	0.00%
1611700	5191	WIS RETIRE	\$15,382	\$9,024	\$10,869	\$11,546	\$11,000	<b>\$10,852</b>	(\$694)	-6.01%
1611700	519301	SOC SEC	\$8,867	\$9,332	\$10,743	\$10,078	\$9,500	<b>\$9,798</b>	(\$280)	-2.78%
1611700	519302	MEDICARE	\$2,073	\$2,182	\$2,556	\$2,357	\$2,000	<b>\$2,292</b>	(\$65)	-2.76%
1611700	5194	HOSP INS	\$23,682	\$27,262	\$45,139	\$36,512	\$36,512	<b>\$36,512</b>	\$0	0.00%
1611700	5195	LIFE INS	\$412	\$467	\$487	\$527	\$500	<b>\$367</b>	(\$160)	-30.36%
CONTRACTUAL SERVICE										
1611700	5215	COMP/OFF M	\$2,940	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611700	5223	SCHOOL/SEM	\$2,817	\$871	\$390	\$3,000	\$2,000	<b>\$3,000</b>	\$0	0.00%
1611700	5225	PROF DUES	\$125	\$125	\$125	\$125	\$125	<b>\$125</b>	\$0	0.00%
1611700	5231	NOTICES	\$0	(\$1)	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611700	5232	DUPL/DRAFT	\$472	\$358	\$383	\$540	\$500	<b>\$500</b>	(\$40)	-7.41%
1611700	5240	CONT-PROF	\$80,422	\$73,630	\$99,844	\$83,000	\$83,000	<b>\$85,725</b>	\$2,725	3.28%
1611700	5251	AUTO & TRAVEL	\$0	\$19	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611700	5271	TEL-LOCAL	\$2,531	\$2,109	\$1,714	\$1,777	\$1,325	<b>\$1,735</b>	(\$42)	-2.36%
MATERIALS & SUPPLIES										
1611700	5331	POSTAGE	\$3,324	\$4,620	\$2,644	\$3,240	\$3,067	<b>\$3,240</b>	\$0	0.00%
1611700	5332	OFFICE/COM	\$2,113	\$2,316	\$3,444	\$2,400	\$2,900	<b>\$2,400</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$290,893	\$274,292	\$329,834	\$311,921	\$304,429	<b>\$305,654</b>	(\$6,267)	-2.01%
		<b>NET TOTAL</b>	<b>\$290,893</b>	<b>\$273,981</b>	<b>\$298,116</b>	<b>\$281,921</b>	<b>\$280,697</b>	<b>\$255,654</b>	<b>(\$26,267)</b>	<b>-9.32%</b>

**BUDGET MODIFICATIONS:** Purchasing Card Rebate projection increased.  
Accountant position was reclassified as a Senior Accountant.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DIRECTOR OF ACCOUNTING & PURCHASING	1.00	FT	Special Revenue Fund - CDBG	10%
			General Fund - Accounting & Purchasing	35%
			Internal Service Fund - Fleet Maintenance	5%
			Enterprise Fund - Wastewater	25%
			Enterprise Fund - Transit	5%
			Enterprise Fund - Water Utility	20%
PAYROLL/BENEFITS COORDINATOR	1.00	FT	General Fund - Accounting & Purchasing	86%
			Enterprise Fund - Wastewater	7%
			Enterprise Fund - Water Utility	7%
SENIOR ACCOUNTANT	1.00	FT	General Fund - Accounting & Purchasing	86%
			Enterprise Fund - Wastewater	7%
			Enterprise Fund - Water Utility	7%
ACCOUNTING ASSISTANT	1.00	FT	General Fund - Accounting & Purchasing	86%
			Enterprise Fund - Wastewater	7%
			Enterprise Fund - Water Utility	7%
<b>ACCOUNTING &amp; PURCHASING</b>	<b>4.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

<u>DIVISION</u>		<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>		<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Provide timely and accurate financial information and services to external and internal customers.	# of payroll checks issued	104	119	104	100	100
		# of payroll direct deposits issued	12,195	11,726	12,002	12,000	12,000
		# of payable checks issued	7,713	6,712	5,832	5,900	5,900
<b>Efficiency &amp; Effectiveness:</b>	1. Provide timely and accurate financial information and services to external and internal customers.	# of payable direct deposits issued	367	382	592	600	600
	2. Oversee financial activities of externally funded grant programs and monitor compliance on a scheduled basis.	Average # of days to provide revenue and expenditure information.	5	5	5	5	5
	3. Prepare and oversee all comprehensive financial audits for the City.	% of grant reports submitted by deadline.	100	100	100	100	100
		% of work papers and schedules completed by April 1 for audit.	95	95	95	95	95
		Received GFOA CAFR award	N/A	X	X	X	X

## 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.

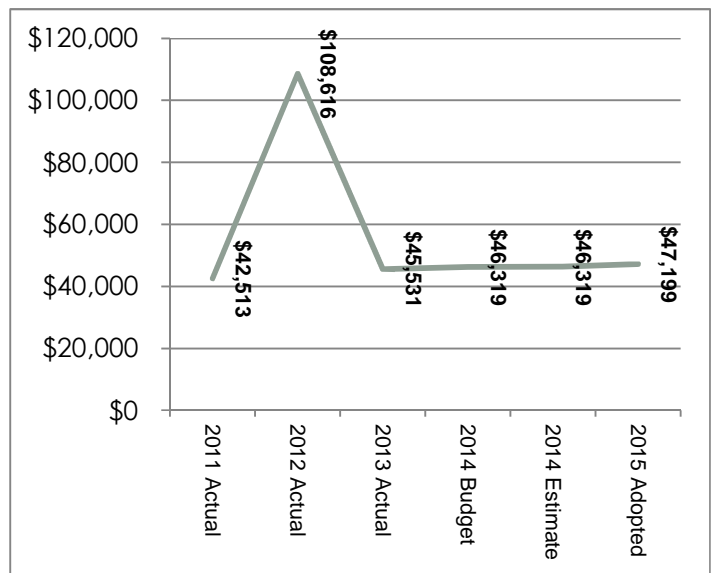
# DEPARTMENT OF FINANCE & ADMINISTRATION

## 2015 CITY OF БЕЛОIT OPERATING BUDGET

***General Fund –  
Public Access Cable  
Channel Description:***

To oversee programming on the City’s Public Access. The City of Beloit contracts with Beloit College to operate the studio for the PEG channel and televise City Council meetings and municipal court.

No more revenue for PEG channel as a result of the State taking over cable t.v. franchising responsibilities.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CABLE TV										
LICENSES AND PERMITS										
1611907	4117	CABLE TV	(\$352,091)	(\$382,864)	(\$384,291)	(\$392,000)	<b>(\$392,000)</b>	<b>(\$392,000)</b>	\$0	0.00%
1611907	411701	CABLEPEG	(\$1,504)	\$0	\$0	\$0	<b>\$0</b>	<b>\$0</b>	\$0	0.00%
		TOTAL REVENUES	(\$353,595)	(\$382,864)	(\$384,291)	(\$392,000)	(\$392,000)	<b>(\$392,000)</b>	\$0	0.00%
CONTRACTUAL SERVICE										
1611907	5223	SCHOOL/SEM	\$480	\$0	\$467	\$400	<b>\$400</b>	<b>\$400</b>	\$0	0.00%
1611907	5225	PROF DUES	\$195	\$195	\$195	\$200	<b>\$200</b>	<b>\$200</b>	\$0	0.00%
1611907	5240	CONT-PROF	\$41,300	\$42,600	\$43,900	\$45,200	<b>\$45,200</b>	<b>\$46,500</b>	\$1,300	2.88%
1611907	5271	TEL-LOCAL	\$536	\$569	\$116	\$519	<b>\$519</b>	<b>\$99</b>	(\$420)	-80.92%
MATERIALS & SUPPLIES										
1611907	5331	POSTAGE	\$2	\$0	\$0	\$0	<b>\$0</b>	<b>\$0</b>	\$0	0.00%
1611907	5533	EQUIP OVER \$1,000	\$0	\$65,252	\$852	\$0	<b>\$0</b>	<b>\$0</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$42,513	\$108,616	\$45,531	\$46,319	\$46,319	<b>\$47,199</b>	\$880	1.90%
		<b>NET TOTAL</b>	<b>(\$311,082)</b>	<b>(\$274,248)</b>	<b>(\$338,760)</b>	<b>(\$345,681)</b>	<b>(\$345,681)</b>	<b>(\$344,801)</b>	<b>\$880</b>	<b>-0.25%</b>

**BUDGET MODIFICATIONS:** Business as usual.

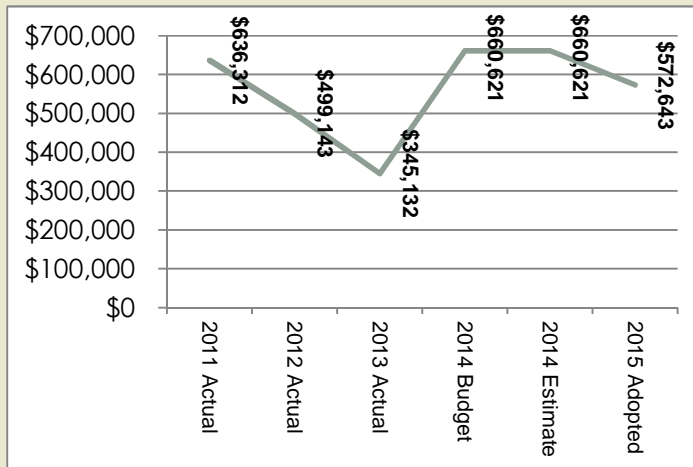
# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *Information Systems Description:*

To provide secure, reliable and "up-to-date" technology support services to City staff to enhance the efficient and effective performance of their duties. The Information Systems Divisions main purpose is to coordinate and maintain the use of Information Technology within City departments as well as interfacing electronic systems to the public. The Department maintains all existing electronic systems. The Information Systems Division evaluates and implements new technology for the county in conjunction with individual departments. The Information Systems Division oversees all budgeting related to Information Technology and sets policy and procedures for the use of Information Technology. The Information Systems Division provides software and hardware support for many of the City Departments' business processes. They provide technical assistance in the use of computers and computer software and maintain inventory records of computer hardware and software. The Information Systems Division maintains the City's internet, website and COBNET. They are responsible for ensuring the City's network is operating and available, provide network security, backup of City records and information, and troubleshoot any problems with the City's network. Some of the major systems supported include; the accounting general ledger system and payroll, Human Resource applicant tracking, Real Property Listing and assessment rolls, Treasurers Office tax rolls, Tax Collections and Billing, Fire and EMS incident tracking systems and support for the City-wide connection and interface to other State systems and the internet. These systems run over a highly integrated and complex network of computers.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
INFORMATION SYSTEMS										
PERSONNEL SERVICES										
1611960	5110	REG PERSNL	\$205,315	\$180,679	\$153,439	\$188,783	\$188,783	<b>\$190,907</b>	\$2,124	1.13%
1611960	5130	EXTRA PERS	\$0	\$17,381	\$18,388	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611960	5191	WIS RETIRE	\$20,663	\$9,339	\$10,221	\$13,066	\$13,066	<b>\$13,264</b>	\$198	1.52%
1611960	519301	SOC SEC	\$12,654	\$11,572	\$9,548	\$11,496	\$11,496	<b>\$11,755</b>	\$259	2.25%
1611960	519302	MEDICARE	\$2,959	\$2,706	\$2,232	\$2,688	\$2,688	<b>\$2,748</b>	\$60	2.23%
1611960	5194	HOSP INS	\$47,841	\$37,951	\$13,889	\$37,695	\$37,695	<b>\$37,696</b>	\$1	0.00%
1611960	5195	LIFE INS	\$306	\$274	\$220	\$603	\$603	<b>\$381</b>	(\$222)	-36.82%
1611960	5197	UNEMPLOYMENT	\$0	\$0	\$9,438	\$3,520	\$3,520	<b>\$0</b>	(\$3,520)	100.00%
CONTRACTUAL SERVICE										
1611960	5215	COMP/OFF M	\$296,853	\$167,445	\$4,966	\$237,983	\$237,983	<b>\$226,384</b>	(\$11,599)	-4.87%
1611960	5223	SCHOOL/SEM	\$5,775	\$11,286	\$0	\$6,500	\$6,500	<b>\$9,500</b>	\$3,000	46.15%
1611960	5225	PROF DUES	\$1,195	\$1,295	\$0	\$1,600	\$1,600	<b>\$1,600</b>	\$0	0.00%
1611960	5232	DUPL/DRAFT	\$561	\$481	\$295	\$500	\$500	<b>\$500</b>	\$0	0.00%
1611960	5240	CONT-PROF	\$23,708	\$27,042	\$109,253	\$144,000	\$144,000	<b>\$65,050</b>	(\$78,950)	-54.83%
1611960	5248	ADV/MARKT	\$0	\$1,999	\$3,821	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611960	5251	AUTO/TRAVL	\$1,238	\$159	\$168	\$700	\$700	<b>\$700</b>	\$0	0.00%
1611960	5271	TEL-LOCAL	\$9,067	\$2,884	\$3,329	\$4,787	\$4,787	<b>\$5,058</b>	\$271	5.66%
MATERIALS & SUPPLIES										
1611960	5533	OFFICE>1001	\$10	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611960	5331	POSTAGE	\$50	\$1	\$5	\$50	\$50	<b>\$50</b>	\$0	0.00%
1611960	5332	OFFICE/COM	\$5,520	\$5,653	\$5,920	\$6,400	\$6,400	<b>\$6,800</b>	\$400	6.25%
1611960	5351	BOOKS/SUBS	\$326	\$68	\$0	\$250	\$250	<b>\$250</b>	\$0	0.00%
CAPITAL OUTLAY										
1611960	5534	COMP>1000	\$4,999	\$20,927	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611960	573001	RESCOMPREP	(\$2,729)	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$636,312	\$499,143	\$345,132	\$660,621	\$660,621	<b>\$572,643</b>	(\$87,978)	-13.32%
		NET TOTAL	<b>\$636,312</b>	<b>\$499,143</b>	<b>\$345,132</b>	<b>\$660,621</b>	<b>\$660,621</b>	<b>\$572,643</b>	<b>(\$87,978)</b>	<b>-13.32%</b>

**BUDGET MODIFICATIONS:** Costs for network monitoring have decreased.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DIRECTOR OF INFORMATION SYSTEMS	1.00	FT	General Fund - Information Systems	80%
			Enterprise Fund - Wastewater	10%
			Enterprise Fund - Water Utility	10%
INFORMATION TECHNOLOGY TECHNICIAN	2.00	FT	General Fund - Information Systems	60%
			Enterprise Fund - Wastewater	20%
			Enterprise Fund - Water Utility	20%
NETWORK/SYSTEMS ADMINISTRATOR	1.00	FT	General Fund - Information Systems	80%
			Enterprise Fund - Wastewater	10%
			Enterprise Fund - Water Utility	10%
<b>INFORMATION SYSTEMS</b>	<b>4.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION GOAL STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Reduce downtime and increase network availability.	Number of hours of network uptime vs. total hours available.	NA	NA	0.9890	.9988	.9999

	<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>  <u>Actual</u>	<u>2012</u>  <u>Actual</u>	<u>2013</u>  <u>Actual</u>	<u>2014</u>  <u>Target</u>	<u>2015</u>  <u>Target</u>
	2. Complete outstanding projects from previous years.	Number of outstanding projects completed vs. total.	NA	0%	60%	100%	100%
	3. Replace failing network hardware.	Number of failing hardware devices vs. total number of failing devices.	NA	0%	10%	60%	100%
	4. Implement backup measures to protect city workstations and servers.	Number of servers + desktops protected via backup measures.	0	0	20%	100%	100%
<b>Efficiency &amp; Effectiveness:</b>	5. Annual satisfaction survey	# of users reporting satisfactory service vs. total users.	NA	35%	75%	85%	85%
	6. Helpdesk ticketing system survey.	# of tickets reported and closed	NA	75%	90%	95%	95%
<b>2014 Strategic Goal(s) Report:</b>	Improve disaster recovery and emergency preparedness.	Continue safeguarding city assets and records.	NA	0%	0%	Replacing WAP and laptops	Replacing WAP and laptops
	Increase network availability and stability.	Cut recurring costs and improve customer service by providing increased network access, bandwidth, and reliability.	NA	NA	Move to faster radio links	Replace all T1 Lines with Charter high speed	Begin possible fiber installations
	Increase data availability internally and externally.	Improve customer service with faster response times and helpdesk and website availability.	NA	NA	Added redundant software	Move servers to central location	Replace slower network hardware

## 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.

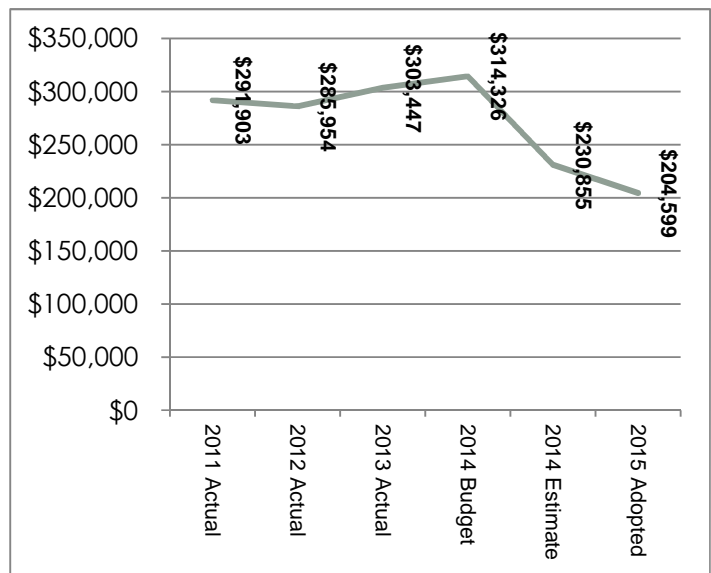
# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *Finance Description:*

The Finance Division is responsible for citywide financial planning, budget preparation and control, cash management, accounting, auditing, revenue collection, and debt administration. The Division prepares the annual operating budget, strategic plan, capital improvement plan, and the comprehensive annual financial report. The Division oversees the issuance of debt, debt administration, and the city’s investment portfolio. The Division formulates and administers citywide policies and procedures for various financial functions. The Division also manages all of the operating divisions within the Department of Finance and Administration.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
FINANCE										
TAXES										
1611998	4030	TAX LEVY	(\$6,170,168)	(\$6,167,786)	(\$6,748,788)	(\$6,854,159)	(\$6,854,159)	<b>(\$6,900,319)</b>	(\$46,160)	0.67%
1611998	4041	OMITTED	\$0	\$0	(\$46,154)	(\$1,000)	\$0	<b>(\$1,000)</b>	\$0	0.00%
1611998	4044	PRYRPPUNCO	\$0	\$0	\$0	(\$1,000)	\$0	<b>(\$1,000)</b>	\$0	0.00%
1611998	4045	PRIOR TAX	(\$2,006)	\$5,420	(\$1,773)	(\$2,000)	(\$3,500)	<b>(\$2,000)</b>	\$0	0.00%
1611998	4060	IN LIEU TX	(\$666,671)	(\$799,815)	(\$918,683)	(\$794,000)	(\$915,000)	<b>(\$915,000)</b>	(\$121,000)	15.24%
1611998	4065	MOTEL TAX	(\$49,969)	(\$57,567)	(\$67,408)	(\$60,000)	(\$60,000)	<b>(\$65,000)</b>	(\$5,000)	8.33%
INTERGOVT AIDS/GRANT										
1611998	4330	STATE AID	(\$16,566,521)	(\$16,177,085)	(\$16,192,893)	(\$16,176,491)	(\$16,176,491)	<b>(\$16,176,491)</b>	\$0	0.00%
1611998	4331	TAX DISPAR	(\$616,413)	(\$655,729)	(\$658,869)	(\$655,728)	(\$655,728)	<b>(\$655,728)</b>	\$0	0.00%
1611998	4332	HWY AIDS	(\$2,078,130)	(\$1,870,317)	(\$1,859,497)	(\$1,827,507)	(\$1,827,507)	<b>(\$1,840,000)</b>	(\$12,493)	0.68%
1611998	4333	CONN STREET	(\$257,911)	(\$258,900)	(\$259,338)	(\$261,217)	(\$259,867)	<b>(\$262,000)</b>	(\$783)	0.30%
1611998	4336	MUNI SVCS	(\$18,140)	(\$17,460)	(\$18,271)	(\$18,000)	(\$19,118)	<b>(\$18,000)</b>	\$0	0.00%
1611998	4337	COMPEXEMP	(\$84,644)	(\$32,410)	(\$59,553)	(\$65,000)	(\$65,000)	<b>(\$65,000)</b>	\$0	0.00%
CASH & PROPERTY INC.										
1611998	4413	INTEREST	(\$155,451)	(\$176,788)	(\$254,756)	(\$350,100)	(\$240,000)	<b>(\$350,100)</b>	\$0	0.00%
1611998	441302	MARKETGAIN	(\$165,697)	(\$393,738)	\$509,836	\$0	\$0	<b>(\$16,414)</b>	(\$16,414)	100.00%
1611998	4416	CITY SCRAP	\$0	(\$346)	\$0	(\$2,000)	\$0	<b>(\$1,000)</b>	\$1,000	-50.00%
1611998	4417	PUBLIC PRP	(\$2,457)	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611998	443503	LAND SALE	(\$8,672)	(\$40,738)	(\$65,842)	(\$10,000)	(\$10,000)	<b>(\$15,000)</b>	(\$5,000)	50.00%
DEPARTMENTAL EARNING										
1611998	4506	COPY FEES	(\$495)	(\$746)	(\$272)	(\$500)	(\$500)	<b>(\$500)</b>	\$0	0.00%
1611998	4507	INDRECOVER	(\$40,715)	(\$37,093)	(\$37,093)	(\$40,159)	(\$40,159)	<b>(\$41,421)</b>	(\$1,262)	3.14%
1611998	4508	RENT	(\$31)	(\$3,215)	(\$5,654)	(\$30,000)	(\$12,000)	<b>(\$12,000)</b>	\$18,000	-60.00%
1611998	450804	RENTWALLAC	\$0	\$0	(\$7,277)	\$0	(\$7,000)	<b>(\$7,000)</b>	(\$7,000)	0.00%
OTHER REVENUES										
1611998	4611	GARNISHMENT	(\$436)	(\$30)	(\$60)	(\$200)	(\$100)	<b>(\$100)</b>	\$100	-50.00%
1611998	4624	PR.YR EXP	(\$4,717)	(\$5,021)	(\$25,333)	(\$20,000)	(\$25,000)	<b>(\$25,000)</b>	(\$5,000)	25.00%
OTHER FINANCING SOURCES										
1611998	4999	FUNDBALAPP	\$0	\$0	\$0	(\$626,840)	\$0	<b>(\$300,000)</b>	\$326,840	-52.14%
		TOTAL REVENUES	(\$26,889,243)	(\$26,689,364)	(\$26,717,676)	(\$27,795,901)	(\$27,171,129)	<b>(\$27,670,073)</b>	\$125,828	-0.45%
PERSONNEL SERVICES										
1611998	5110	REG PERSNL	\$199,220	\$198,789	\$204,193	\$206,727	\$142,500	<b>\$132,666</b>	(\$74,061)	-35.83%
1611998	5191	WIS RETIRE	\$18,225	\$11,763	\$13,598	\$14,306	\$9,045	<b>\$9,021</b>	(\$5,285)	-36.94%
1611998	519301	SOC SEC	\$11,631	\$12,030	\$12,394	\$12,401	\$8,814	<b>\$8,225</b>	(\$4,176)	-33.67%
1611998	519302	MEDICARE	\$2,773	\$2,857	\$2,929	\$2,932	\$2,061	<b>\$1,923</b>	(\$1,009)	-34.41%
1611998	5194	HOSP INS	\$50,105	\$54,934	\$60,017	\$60,016	\$42,005	<b>\$39,620</b>	(\$20,396)	-33.98%
1611998	5195	LIFE INS	\$658	\$657	\$633	\$672	\$158	<b>\$108</b>	(\$564)	-83.93%
CONTRACTUAL SERVICE										
1611998	5215	COMP/OFF M	\$638	\$0	\$3,331	\$0	\$0	<b>\$0</b>	\$0	0.00%
1611998	5223	SCHOOL/SEM	\$1,734	\$2,137	\$1,155	\$4,700	\$1,500	<b>\$2,300</b>	(\$2,400)	-51.06%
1611998	5225	PROF DUES	\$1,315	\$1,655	\$314	\$1,660	\$1,660	<b>\$1,660</b>	\$0	0.00%
1611998	5231	NOTICES	\$467	\$335	\$0	\$400	\$400	<b>\$400</b>	\$0	0.00%
1611998	5232	DUPL/DRAFT	\$1,135	(\$2,492)	(\$1,171)	\$1,200	\$0	<b>\$0</b>	(\$1,200)	-100.00%
1611998	5240	CONT PROF	\$0	\$0	\$2,033	\$0	\$15,000	<b>\$0</b>	\$0	0.00%
1611998	5244	OTHER FEES	\$0	\$0	\$0	\$6,000	\$5,000	<b>\$6,000</b>	\$0	0.00%
1611998	5251	AUTO/TRAVL	\$676	\$440	\$606	\$700	\$300	<b>\$400</b>	(\$300)	-42.86%
1611998	5271	TEL-LOCAL	\$1,955	\$1,645	\$1,350	\$1,287	\$1,287	<b>\$1,176</b>	(\$111)	-8.62%
MATERIALS & SUPPLIES										
1611998	5331	POSTAGE	\$59	\$38	\$75	\$100	\$100	<b>\$100</b>	\$0	0.00%
1611998	5332	OFFICE/COM	\$427	\$242	\$1,528	\$250	\$550	<b>\$500</b>	\$250	100.00%
1611998	5351	BOOKS/SUBS	\$885	\$924	\$462	\$975	\$475	<b>\$500</b>	(\$475)	-48.72%
		TOTAL EXPENDITURES	\$291,903	\$285,954	\$303,447	\$314,326	\$230,855	<b>\$204,599</b>	(\$109,727)	-34.91%
		<b>NET TOTAL</b>	<b>(\$26,597,340)</b>	<b>(\$26,403,410)</b>	<b>(\$26,414,229)</b>	<b>(\$27,481,575)</b>	<b>(\$26,940,274)</b>	<b>(\$27,465,474)</b>	<b>\$16,101</b>	<b>-0.06%</b>

**BUDGET MODIFICATIONS:** \$46,160 allowed tax levy increase based on net new construction in 2014.

\$906,000 Water PILOT projected for 2015 based off of 2013 actual. \$9,000 PILOT for BHA. Fund Balance for 2015 was cut in half from 2014 to stay under policy.

Budget & Finance Coordinator position was eliminated.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
FINANCE & ADMINISTRATIVE SERVICES DIRECTOR	1.00	FT	General Fund - Finance	82%
			Enterprise Fund - Cemeteries	5%
			Enterprise Fund - Wastewater	8%
			Enterprise Fund - Water Utility	5%
BUDGET ANALYST	1.00	FT	General Fund - Finance	87%
			Enterprise Fund - Wastewater	8%
			Enterprise Fund - Water Utility	5%
<b>FINANCE</b>	<b>2.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION GOAL STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Provide for and coordinate a process for development of annual operating budgets and multi- year capital improvement programs.	Number of budget workshops with City Council.	5	1	1	1	1
<u>Efficiency &amp; Effectiveness:</u>	2. Establish cash management practices to increase interest income.	% of interest earnings above benchmark indicators.	2.58%	2.76%	1.99%	1.47%	1.50%

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	3. Submit budget documents for GFOA award.	Receive GFOA Budget Award.	X	X	X	X	Will submit to GFOA
<u>2014 Strategic Goal(s) Report:</u>	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.	Total Interest earnings	\$1,516,041	\$1,755,934	\$525,657	\$650,000	\$788,400
		Average rate of return	4.10%	3.52%	3.16%	3.10%	3.25%
	Provide financial management and support to City Manager, City Council and City. Departments through formulation and implementation of financial administrative policies.	Compliance with investment and fund balance policies.	X	X	X	X	X
		Budget Adoption date	11/1/2010	11/7/2011	11/4/13	11/3/14	11/2/15

## 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.

**Department:** Finance & Administration

**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 four 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.



	2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CONTINGENCY								
CONTRACTUAL SERVICE								
1611901 5244 OTHER FEES	\$0	\$0	\$0	\$200,000	\$200,000	<b>\$200,000</b>	\$0	0.00%
TOTAL EXPENDITURES	\$0	\$0	\$0	\$200,000	\$200,000	<b>\$200,000</b>	\$0	0.00%

ANTICIPATED BUDGET ADJUSTMENTS

PERSONNEL SERVICES								
1611997 511022 WAGEADJLNE	\$0	\$0	\$24,502	\$98,927	<b>\$98,927</b>	<b>\$175,000</b>	\$76,073	76.90%
TOTAL EXPENDITURES	\$0	\$0	\$24,502	\$98,927	\$98,927	<b>\$175,000</b>	\$76,073	76.90%

**BUDGET MODIFICATIONS:** \$158,000 budgeted for 1% COLA Increase proposed for all non-represented employees for 2015. \$17,000 budgeted for merit increases.

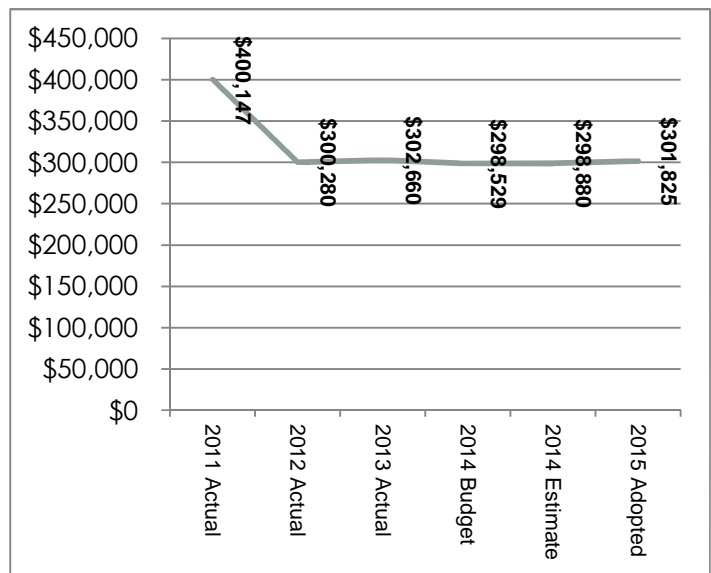
# DEPARTMENT OF FINANCE & ADMINISTRATION

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *City Hall Description:*

The City Hall Operations Division provides a variety of cleaning, custodial and maintenance functions in the City facilities. This involves responsibility for maintenance and care of buildings, structures, grounds, equipment and fixtures controlled by the City of Beloit. This includes: sweeping, mopping, scrubbing, waxing floors, cleaning walls and ceilings, dusting furniture and cleaning carpets, washing windows, cleaning and supplying bathrooms, repairing walls, doors, roofs, siding, electrical and plumbing, mowing, trimming, snow plowing and setting up for events. The staff also does maintenance work at the Library, including plumbing. Also, lawn care and snow removal and maintain building and grounds at the Savage storage facility on 208 St. Lawrence.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CITY HALL MAIN. - OPERATIONS										
PERSONNEL SERVICES										
1612036	5110	REG PERSONL	\$146,598	\$49,877	\$58,593	\$59,100	\$59,100	\$59,309	\$209	0.35%
1612036	5120	PT PERSONL	\$0	\$13,619	\$15,305	\$15,179	\$15,179	\$15,995	\$816	5.38%
1612036	5150	OVERTIME	\$2,182	\$854	\$643	\$800	\$300	\$600	(\$200)	-25.00%
1612036	5172	UNIF ALLOW	\$800	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1612036	5191	WIS RETIRE	\$15,951	\$3,435	\$3,946	\$4,146	\$4,146	\$4,074	(\$72)	-1.74%
1612036	519301	SOC SEC	\$9,224	\$3,957	\$4,575	\$4,553	\$4,553	\$4,642	\$89	1.95%
1612036	519302	MEDICARE	\$2,157	\$925	\$1,070	\$1,067	\$1,067	\$1,086	\$19	1.78%
1612036	5194	HOSP INS	\$63,926	\$30,618	\$26,612	\$26,960	\$26,960	\$24,864	(\$2,096)	-7.77%
1612036	5195	LIFE INS	\$729	\$354	\$370	\$417	\$417	\$447	\$30	7.19%
1612036	5196	UNEMPLOYMENT	\$0	\$9,438	\$3,107	\$0	\$0	\$0	\$0	0.00%
CONTRACTUAL SERVICE										
1612036	5211	VEH. OPER	\$2,631	\$3,368	\$1,278	\$3,809	\$2,500	\$3,025	(\$784)	-20.58%
1612036	5214	OTH EQ MAI	\$12,259	\$6,017	\$6,321	\$5,000	\$4,000	\$5,000	\$0	0.00%
1612036	5215	COMP/OFF M	\$151	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1612036	5223	SCHOOL/SEM	\$125	\$0	\$20	\$500	\$500	\$500	\$0	0.00%
1612036	5240	CONT-PROF	\$15,330	\$55,701	\$44,451	\$49,490	\$55,000	\$54,000	\$4,510	9.11%
1612036	5249	CONTR-SECY	\$1,914	\$3,136	\$3,908	\$3,600	\$3,600	\$3,800	\$200	5.56%
1612036	5261	STRUCT MAI	\$7,308	\$7,298	\$15,477	\$9,000	\$9,000	\$10,000	\$1,000	11.11%
1612036	5263	ELECTRICAL	\$880	\$349	\$1,969	\$2,000	\$1,000	\$2,000	\$0	0.00%
1612036	5264	PLUMBING	\$4,032	\$531	\$1,284	\$2,000	\$2,000	\$2,000	\$0	0.00%
1612036	5265	HEATING	\$6,712	\$0	\$1,091	\$2,000	\$2,000	\$2,000	\$0	0.00%
1612036	5266	GROUNDS	\$8,110	\$8,589	\$7,877	\$9,000	\$8,000	\$10,000	\$1,000	11.11%
1612036	5271	TEL-LOCAL	\$4,669	\$4,014	\$3,325	\$3,188	\$3,188	\$2,963	(\$225)	-7.06%
MATERIALS & SUPPLIES										
1612036	5321	ELECTRICITY	\$50,326	\$55,637	\$49,992	\$49,800	\$50,000	\$49,800	\$0	0.00%
1612036	5322	GAS/HEAT	\$20,257	\$14,353	\$22,284	\$20,400	\$22,000	\$20,400	\$0	0.00%
1612036	5323	WATER	\$2,711	\$3,751	\$3,018	\$2,800	\$2,500	\$2,800	\$0	0.00%
1612036	5324	SEWER CHG	\$1,641	\$1,622	\$1,362	\$2,000	\$1,650	\$1,500	(\$500)	-25.00%
1612036	5325	STORMWATER	\$1,864	\$2,250	\$2,077	\$2,220	\$2,220	\$2,220	\$0	0.00%
1612036	5332	OFFICE/COM	\$5,305	\$712	\$3,455	\$1,500	\$500	\$800	(\$700)	-46.67%
1612036	5343	GENL COMM	\$11,919	\$18,669	\$18,291	\$16,000	\$16,000	\$16,000	\$0	0.00%
1612036	5345	MAINT MATL	\$437	\$1,208	\$959	\$2,000	\$1,500	\$2,000	\$0	0.00%
		TOTAL EXPENDITURES	\$400,147	\$300,280	\$302,660	\$298,529	\$298,880	\$301,825	\$3,296	1.10%
		<b>NET TOTAL</b>	<b>\$400,147</b>	<b>\$300,280</b>	<b>\$302,660</b>	<b>\$298,529</b>	<b>\$298,880</b>	<b>\$301,825</b>	<b>\$3,296</b>	<b>1.10%</b>

BUDGET MODIFICATIONS: Business as usual.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
CUSTODIAN II	1.00	FT	General Fund - City Hall	100%
CUSTODIAN I PT	0.50	PT	General Fund - City Hall	100%
<b>CITY HALL MAINTENANCE</b>	<b>1.50</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Reduce the number of City of Beloit motor vehicle collisions.	# of motor vehicle collisions	7	6	6	5	4
		# of city owned or leased properties	182	184	185	185	180
		# of fleet vehicles	290	142	175	188	188
<b>Efficiency &amp; Effectiveness:</b>	2. Conduct hazard identification inspections of all City property to reduce the risk of workers' and citizens' injury.	Facility corrects 80% of recommendations within one week.	75%	85%	90%	90%	95%
		% of quarterly inspections of all City-owned or leased properties completed.	100%	98%	95%	95%	95%
		% of reports provided to inspected facility within two days.	98%	98%	100%	100%	100%

## 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.

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**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

			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
INSURANCE										
PERSONNEL SERVICES										
1612034	5192	WORK COMP	\$24,432	\$18,180	\$14,340	\$19,887	\$19,887	<b>\$22,675</b>	\$2,788	14.02%
CONTRACT	5214	OTH EQ MAI	\$150	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1612034	5284	INS-FIRE	\$33,048	\$34,523	\$41,573	\$56,001	\$56,001	<b>\$56,749</b>	\$748	1.34%
1612034	5285	INS-FLEET	\$40,807	\$44,764	\$41,304	\$32,872	\$32,872	<b>\$33,672</b>	\$800	2.43%
1612034	5286	INS-LIAB	\$152,352	\$169,488	\$167,256	\$173,194	\$173,194	<b>\$144,626</b>	(\$28,568)	-16.49%
1612034	5289	INS-OTHER	\$16,068	\$12,772	\$14,296	\$17,534	\$17,534	<b>\$18,700</b>	\$1,166	6.65%
		TOTAL EXPENDITURES	\$266,857	\$279,727	\$278,769	\$299,488	\$299,488	<b>\$276,422</b>	(\$23,066)	-7.70%
		<b>NET TOTAL</b>	<b>\$266,857</b>	<b>\$279,727</b>	<b>\$278,769</b>	<b>\$299,488</b>	<b>\$299,488</b>	<b>\$276,422</b>	<b>(\$23,066)</b>	<b>-7.70%</b>

# DEPARTMENT POLICE

2015 CITY OF БЕЛОIT OPERATING BUDGET

*Vision Statement: The Beloit Police Department is an accredited progressive department with tremendous capacity; responsive to the needs of a diverse citizenry, providing resources to support a safe community.*

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

**General Fund**

**Divisions & Programs:** *Police Administration*

*Patrol*

*Special Operations*

*Police Support Services*

*Fleet & Facility*

*Records*

*911 Emergency Dispatch*

**The Following Fund Pages Are In Their Indicated Budget Section**

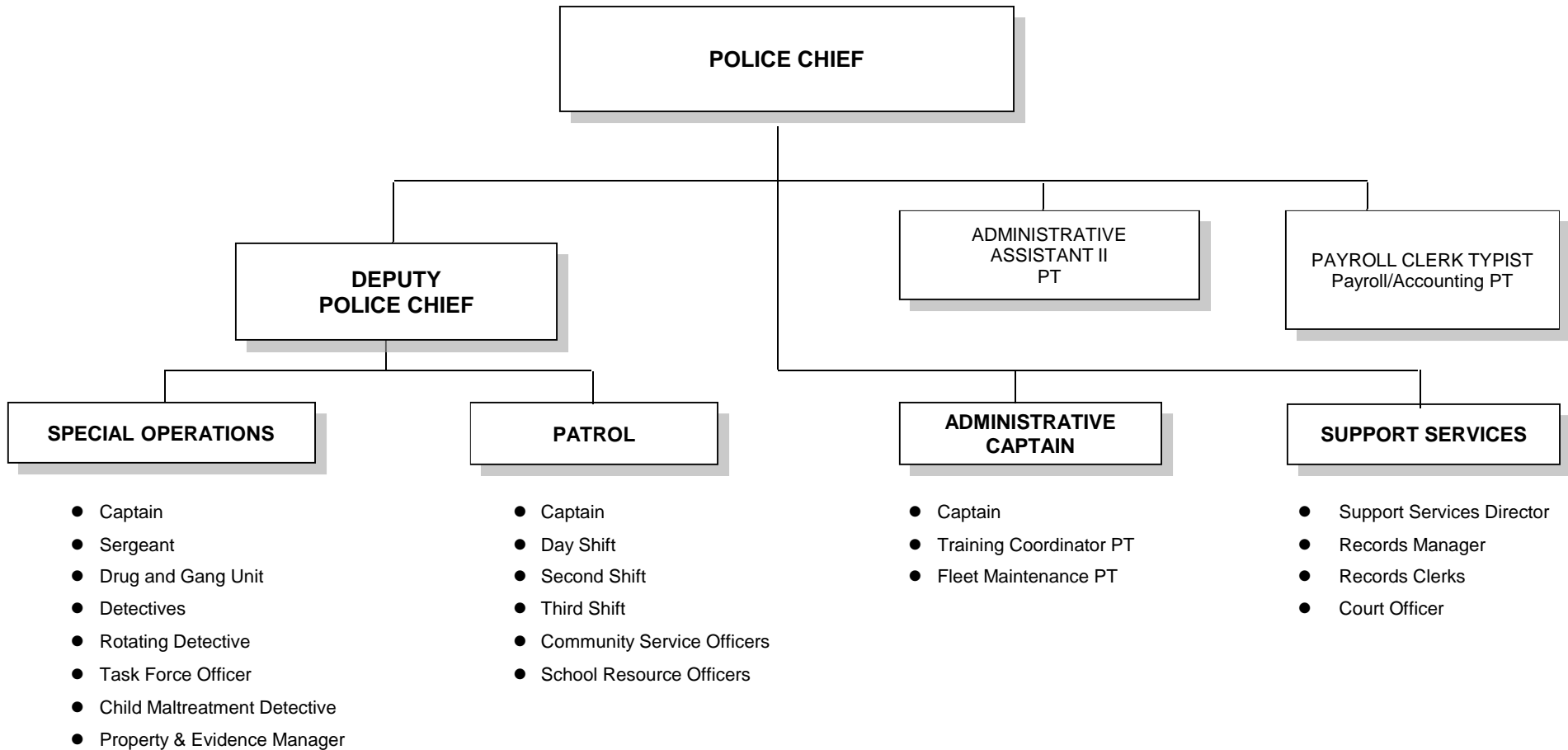
**Special Revenue Funds:** *OJA Grant*  
*School Resources Grant*  
*Alcohol Enforcement Grant*  
*Traffic Enforcement Grant*  
*Project Safe Neighborhood*  
*Seat Belt Enforcement*

## ***BUDGET SUMMARY EXPENDITURES***

	2011 Actual	2012 Actual	2013 Actual	2014 Adopted	2014 Estimate	2015 Adopted
General Fund	\$11,182,446	\$11,304,785	\$11,714,220	\$11,627,982	\$11,864,645	\$11,706,524
Special Revenue	\$572,840	\$560,393	\$938,861	\$546,000	\$517,900	\$554,900
Grand Total	\$11,755,286	\$11,865,178	\$12,654,082	\$12,173,982	\$12,382,545	\$12,261,424



# CITY OF BELOIT, WISCONSIN POLICE DEPARTMENT ORGANIZATIONAL CHART 2015



## DEPARTMENT POLICE

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

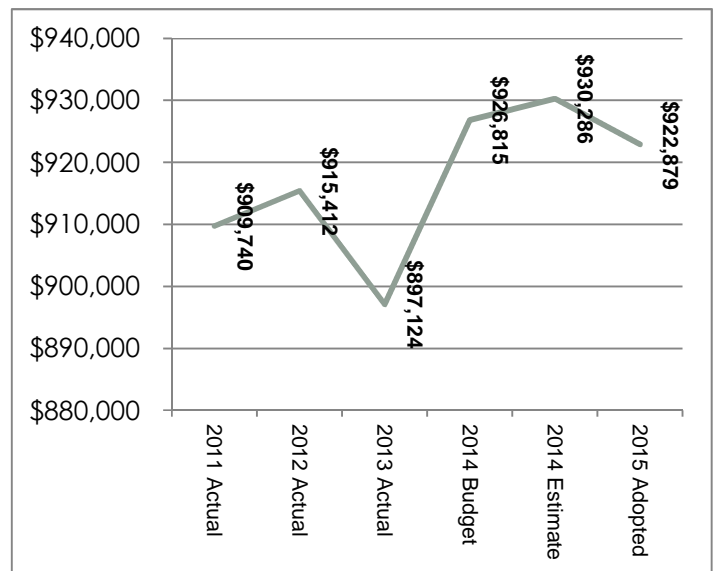
#### ***Police Administration Description:***

Police Administration Division has a number of job functions helping keep the Beloit Police Department a national recognized professional organization, pointed in the correct direction making Beloit an even safer place to live and work. The Police Administration assumes responsibility for the planning, organizing, commanding, directing, and overall administration of the Patrol, Detective, Records, Support and Fleet Services.

The Police Administration Division determines and oversees the specific needs for services to meet community concerns. Furthermore, the division prepares and monitors objectives, plans, policies and procedures for adequately meeting these service needs and the operational requirements complying with State and Federal laws, City Ordinances and the Commission on Accreditation of Law Enforcement Agencies standards.

The Police Administration Division develops the annual operating budget, Capital Improvement Program, seeking alternative funding sources to supplement the budget and maintain the tax levy.

The Police Administration Division also oversees the development and presentation of training programs, conducts internal investigations, maintains the departmental duty manual, and coordinates all employee relation tasks, recruitment, promotional and retention activities.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
POLICE ADMINISTRATION										
FINES & FORFEITURES										
1622100	4277	FALSE ALARM	(\$32,744)	(\$35,585)	(\$23,850)	(\$35,000)	(\$31,000)	(\$30,000)	\$5,000	-14.29%
CASH & PROPERTY INC.										
1622100	4416	PUBLIC PRP	(\$11,310)	(\$9,391)	(\$18,867)	(\$10,000)	(\$7,500)	(\$10,000)	\$0	0.00%
DEPARTMENTAL EARNING										
1622100	4501	DONATIONS	(\$3,759)	(\$315)	(\$245)	(\$1,000)	(\$300)	(\$1,000)	\$0	0.00%
1622100	457301	POLICE REV	(\$27,749)	(\$7,686)	(\$2,364)	(\$5,000)	(\$4,000)	(\$5,000)	\$0	0.00%
1622100	4574	SERVICES	(\$60)	(\$19,751)	(\$76,863)	(\$65,000)	(\$65,000)	(\$65,000)	\$0	0.00%
1622100	4576	TRAINREIMB	(\$12,060)	(\$14,787)	(\$11,040)	(\$11,000)	(\$11,000)	(\$11,000)	\$0	0.00%
		TOTAL REVENUES	(\$87,682)	(\$87,515)	(\$133,229)	(\$127,000)	(\$118,800)	(\$122,000)	\$5,000	-3.94%
PERSONNEL SERVICES										
1622100	5110	REG PERSNL	\$387,416	\$355,623	\$332,391	\$335,059	\$335,000	\$335,655	\$596	0.18%
1622100	5120	PT PERSONL	\$0	\$20,559	\$40,446	\$40,440	\$40,000	\$50,591	\$10,151	25.10%
1622100	5160	HOLIDAY PAY	\$0	\$3,802	\$3,807	\$3,589	\$3,589	\$3,643	\$54	1.50%
1622100	5172	UNIF ALLOW	\$1,950	\$1,950	\$1,950	\$1,950	\$1,950	\$1,950	\$0	0.00%
1622100	5174	VEHICLE ALL	\$14,025	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1622100	5191	WIS RETIRE	\$72,781	\$66,278	\$57,236	\$42,344	\$42,344	\$41,203	(\$1,141)	-2.69%
1622100	5192	WORK COMP	\$139,356	\$148,740	\$168,168	\$211,381	\$211,381	\$202,705	(\$8,676)	-4.10%
1622100	519301	SOC SEC	\$23,481	\$22,765	\$22,572	\$22,152	\$22,152	\$23,390	\$1,238	5.59%
1622100	519302	MEDICARE	\$5,584	\$5,491	\$5,470	\$5,638	\$5,638	\$5,632	(\$6)	-0.11%
1622100	5194	HOSP INS	\$97,964	\$94,309	\$89,273	\$89,272	\$89,272	\$89,272	\$0	0.00%
1622100	519401	VEBA	\$1,057	\$1,057	\$0	\$0	\$0	\$0	\$0	0.00%
1622100	5195	LIFE INS	\$1,214	\$1,250	\$1,394	\$1,513	\$1,513	\$1,581	\$68	4.49%
CONTRACTUAL SERVICE										
1622100	5223	SCHOOL/SEM	\$3,768	\$10,976	\$7,171	\$15,530	\$13,000	\$12,000	(\$3,530)	-22.73%
1622100	5225	PROF DUES	\$5,310	\$6,222	\$6,137	\$7,000	\$6,000	\$6,000	(\$1,000)	-14.29%
1622100	5240	CONT-PROF	\$53,810	\$67,672	\$55,899	\$51,000	\$55,000	\$53,000	\$2,000	3.92%
1622100	5244	OTHER FEES	\$2,278	\$2,239	\$2,245	\$2,500	\$2,500	\$2,500	\$0	0.00%
1622100	5245	BAD DEBT	\$1,417	\$432	\$0	\$1,000	\$1,000	\$1,000	\$0	0.00%
1622100	5248	ADV/MARKT	\$1,023	\$6,282	\$7,951	\$1,300	\$2,500	\$3,000	\$1,700	130.77%
1622100	5251	AUTO/TRAVL	\$18	\$2,391	\$1,436	\$3,000	\$1,500	\$2,000	(\$1,000)	-33.33%
1622100	5254	LEGAL SERV	\$127	\$5,424	\$2,169	\$0	\$2,500	\$0	\$0	0.00%
1622100	5271	TEL-LOCAL	\$75,667	\$69,467	\$60,565	\$69,447	\$69,447	\$64,807	(\$4,640)	-6.68%
1622100	5272	TEL-LONG	\$459	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
MATERIALS & SUPPLIES										
1622100	5331	POSTAGE	\$469	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1622100	5332	OFFICE/COM	\$0	\$1,050	\$7,600	\$700	\$1,500	\$700	\$0	0.00%
1622100	5351	BOOKS/SUBS	\$302	\$947	\$1,357	\$500	\$1,000	\$750	\$250	50.00%
FIXED EXPENSES										
1622100	5411	RENT/BUILD	\$19,000	\$19,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	0.00%
CAPITAL OUTLAY										
1622100	5532	OFFICE>1000	\$1,265	\$1,485	\$1,886	\$1,500	\$1,500	\$1,500	\$0	0.00%
		TOTAL EXPENDITURES	\$909,740	\$915,412	\$897,124	\$926,815	\$930,286	\$922,879	(\$3,936)	-0.42%
		NET TOTAL	\$822,058	\$827,897	\$763,894	\$799,815	\$811,486	\$800,879	\$1,064	0.13%

BUDGET MODIFICATIONS: Hours increased for part time Administrative Assistant II.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
POLICE CHIEF	1.00	FT	General Fund - Police Administration	100%
DEPUTY POLICE CHIEF	1.00	FT	General Fund - Police Administration	100%
POLICE CAPTAIN	1.00	FT	General Fund - Police Administration	100%
ADMINISTRATIVE ASSISTANT II	0.75	PT	General Fund - Police Administration	100%
TRANSCRIPTIONIST/PAYROLL	0.50	PT	General Fund - Police Administration	100%
<b>POLICE ADMINISTRATION</b>	<b>4.25</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>DIVISION OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Efficiency &amp; Effectiveness:</u>	1. Maintain National Accreditation files	Number of accreditation files reviewed annually	463	463	482	482	482
	2. Maintain personnel FTE's in each division to provide the community with consistent service related to policing and support services	Maintain authorized strength in police department	99	91	91	92	92
<u>2014 Strategic Goal(s)</u>	Commission of Accreditation for Law Enforcement Agencies (CALEA) Accreditation.	All files updated to current CALEA standards	April 2012	April 2013	April 2014	Jan. 2015	April 2016

## DEPARTMENT POLICE

2015 CITY OF БЕЛОIT OPERATING BUDGET

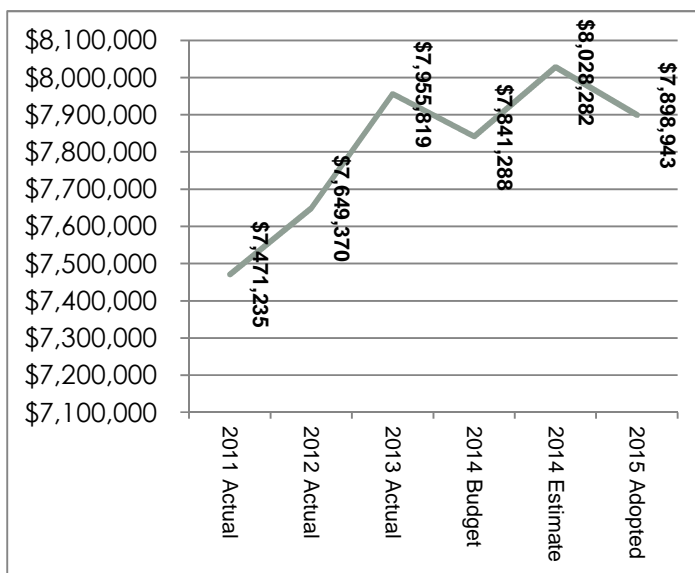
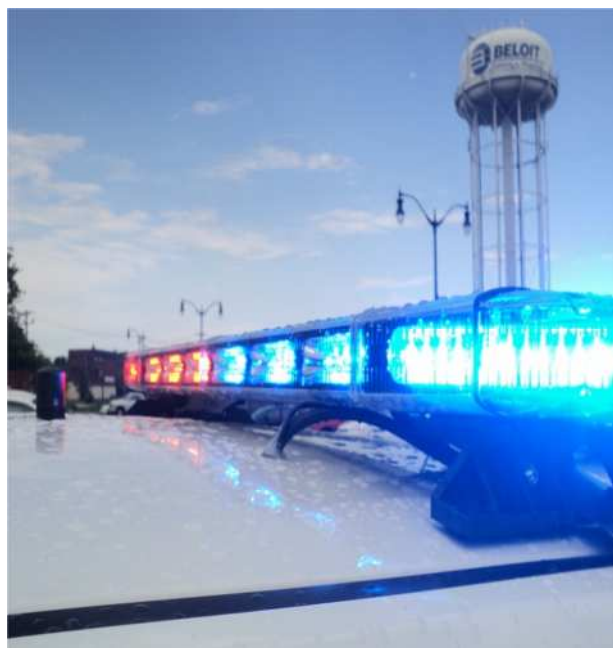
### *General Fund – Patrol Description:*

The Patrol Division supplies uniformed patrol services to the entire community. The division responds to calls for police service as well as actively looking for issues of substantive community concern to deal with in the neighborhoods they are assigned to. Patrol officers are trained to be problem solvers looking for problem solving opportunities.

The patrol division is the heart of our department. Besides problem solving, officers are involved with emergency response, traffic enforcement and follow-up to cases requiring action best handled by uniformed police officers.

One captain oversees and coordinates patrol operations. Nine patrol sergeants are responsible for the direct supervision of the uniformed patrol officers twenty-four hours per day, every day of the year. Uniformed police officers are assigned to work in neighborhoods on one of the three shifts over a one year period.

On a priority basis, officers respond to thousands of requests for service each year. The Beloit community continues to demand a number of services from the department requiring our officers to remain flexible, open minded and vigilant.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
PATROL										
FINES & FORFEITURES										
1622239	4170	DOG LIC	\$0	\$0	(\$338)	(\$7,500)	(\$8,000)	<b>(\$7,500)</b>	\$0	0.00%
1622239	4171	DEL DOG	\$0	\$0	\$0	(\$1,200)	(\$1,500)	<b>(\$1,200)</b>	\$0	0.00%
INTERGOVT AIDS/GRANT										
1622239	436002	OPERATING GRANTS -	\$0	(\$405)	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
		TOTAL REVENUES	\$0	(\$405)	(\$338)	(\$8,700)	(\$9,500)	<b>(\$8,700)</b>	\$0	0.00%
PERSONNEL SERVICES										
1622239	5110	REG PERSNL	\$3,238,054	\$3,186,672	\$3,391,729	\$3,533,041	\$3,533,041	<b>\$3,526,447</b>	(\$6,594)	-0.19%
1622239	5111	COURT TIME	\$5,364	\$5,293	\$3,580	\$5,000	\$5,000	<b>\$5,000</b>	\$0	0.00%
1622239	5150	OVERTIME	\$52,558	\$66,098	\$93,841	\$75,000	\$90,000	<b>\$95,000</b>	\$20,000	26.67%
1622239	515001	OTMANPOWER	\$147,165	\$269,584	\$258,785	\$132,000	\$285,000	<b>\$190,000</b>	\$58,000	43.94%
1622239	515002	OVERTIME CSO	\$0	\$0	\$4,503	\$15,881	\$7,000	<b>\$10,000</b>	(\$5,881)	-37.03%
1622239	515003	OTREPORTWR	\$39,506	\$21,786	\$31,496	\$30,000	\$30,000	<b>\$30,000</b>	\$0	0.00%
1622239	515004	OTTRAINING	\$45,478	\$36,684	\$50,190	\$30,000	\$38,000	<b>\$40,000</b>	\$10,000	33.33%
1622239	515011	OTCOURT	\$13,449	\$13,374	\$7,837	\$16,500	\$15,000	<b>\$10,000</b>	(\$6,500)	-39.39%
1622239	5160	HOLIDAY PAY	\$133,974	\$139,221	\$143,243	\$129,253	\$129,253	<b>\$132,178</b>	\$2,925	2.26%
1622239	5172	UNIF ALLOW	\$33,800	\$32,500	\$31,850	\$35,750	\$35,750	<b>\$35,100</b>	(\$650)	-1.82%
1622239	5174	VEHICLE ALL	\$4,675	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622239	5191	WIS RETIRE	\$797,778	\$733,155	\$644,151	\$475,098	\$475,098	<b>\$462,103</b>	(\$12,995)	-2.74%
1622239	5192	WORK COMP	\$980	(\$327)	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622239	519301	SOC SEC	\$228,970	\$230,690	\$247,880	\$244,513	\$244,513	<b>\$256,777</b>	\$12,264	5.02%
1622239	519302	MEDICARE	\$53,542	\$53,952	\$57,973	\$57,184	\$57,184	<b>\$60,049</b>	\$2,865	5.01%
1622239	5194	HOSP INS	\$1,019,516	\$1,041,285	\$1,168,865	\$1,182,594	\$1,182,594	<b>\$1,168,620</b>	(\$13,974)	-1.18%
1622239	519401	VEBA	\$43,073	\$35,811	\$35,257	\$35,100	\$35,100	<b>\$35,100</b>	\$0	0.00%
1622239	519402	RETPRE65	\$957,249	\$1,096,722	\$1,136,571	\$1,150,229	\$1,150,229	<b>\$1,103,720</b>	(\$46,509)	-4.04%
1622239	519403	RETPOST65	\$208,468	\$230,111	\$221,502	\$258,325	\$258,325	<b>\$306,207</b>	\$47,882	18.54%
1622239	5195	LIFE INS	\$13,975	\$12,764	\$12,443	\$12,695	\$12,695	<b>\$12,017</b>	(\$678)	-5.34%
CONTRACTUAL SERVICE										
1622239	5214	OTH EQ MAI	\$31,055	\$36,856	\$27,149	\$25,000	\$28,000	<b>\$28,000</b>	\$3,000	12.00%
1622239	5223	SCHOOL/SEM	\$14,601	\$17,740	\$15,676	\$21,000	\$22,000	<b>\$18,000</b>	(\$3,000)	-14.29%
1622239	5224	PUBEDCTION	\$0	\$0	\$0	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1622239	5225	PROF DUES	\$920	\$955	\$600	\$1,750	\$1,000	<b>\$1,750</b>	\$0	0.00%
1622239	524005	CONTANIMAL	\$186,082	\$157,302	\$139,180	\$125,000	\$125,000	<b>\$130,000</b>	\$5,000	4.00%
1622239	5244	OTHER FEES	\$10,456	\$28,520	\$34,689	\$45,500	\$45,000	<b>\$40,000</b>	(\$5,500)	-12.09%
1622239	5249	CONTR-SECY	\$131,820	\$149,446	\$162,916	\$150,000	\$170,000	<b>\$150,000</b>	\$0	0.00%
1622239	5251	AUTO/TRAVL	\$4,310	\$4,052	\$2,492	\$5,500	\$5,000	<b>\$4,500</b>	(\$1,000)	-18.18%
1622239	5255	PHYSICALS	\$3,957	\$2,581	\$3,806	\$5,875	\$5,000	<b>\$5,875</b>	\$0	0.00%
1622239	5256	LAUNDRY	\$1,549	\$1,124	\$2,152	\$4,000	\$4,000	<b>\$3,000</b>	(\$1,000)	-25.00%
MATERIALS & SUPPLIES										
1622239	5332	OFFICE/COM	\$0	\$2,729	\$2,064	\$2,000	\$2,000	<b>\$2,000</b>	\$0	0.00%
1622239	5343	GENL COMM	\$0	\$23	\$38	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622239	5347	UNIFORMS	\$10,071	\$22,946	\$11,899	\$20,000	\$20,000	<b>\$20,000</b>	\$0	0.00%
CAPITAL OUTLAY										
1622239	5533	OTHER>1000	\$38,841	\$19,722	\$11,461	\$16,500	\$16,500	<b>\$16,500</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$7,471,235	\$7,649,370	\$7,955,819	\$7,841,288	\$8,028,282	<b>\$7,898,943</b>	\$57,655	0.74%
		<b>NET TOTAL</b>	<b>\$7,471,235</b>	<b>\$7,648,965</b>	<b>\$7,955,481</b>	<b>\$7,832,588</b>	<b>\$8,018,782</b>	<b>\$7,890,243</b>	<b>\$57,655</b>	<b>0.74%</b>

**BUDGET MODIFICATIONS:** Overtime costs increased to reflect actuals. Schools and seminars reduced to reflect actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
POLICE CAPTAIN	1.00	FT	General Fund - Patrol	100%
SERGEANT	9.00	FT	General Fund - Patrol	100%
COMMUNITY SERVICE/ANIMAL CONTROL OFFICER	4.00	FT	General Fund - Patrol	100%
PATROL OFFICER	43.00	FT	General Fund - Patrol	100%
<b>PATROL</b>	<b>57.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Aggressive follow up on chargeable cases	Number of warrants served	2,523	2,855	1,476	1,476	1,476
	2. Address traffic safety issues.	Number of OWI citations	268	270	196	267	250
		Number of traffic citations	6,245	6,494	5,529	6,176	5,730
	3. Provide a consistent delivery of services.	Number of calls for service generated by public and personnel	71,851	80,118	80,837	76,071	77,219

<b>2014 Strategic Goal(s) Report:</b>	Detection of Crime Related Guns and Disruption of Gang Activity.	Create intelligence data base needed to coordinate department resources against the criminal activities of people in the community.				Crystal Report Training	
		Coordinate between the drug and gang unit and detective bureau the warrant service of gang members.				X	
	Maintain/Lower Crash Rate.	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.	723	720	888	766	774
		Participate with Wisconsin Department of Transportation crash reduction grant programs	2	2	2	2	2



# 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.

## DEPARTMENT POLICE

2015 CITY OF БЕЛОIT OPERATING BUDGET

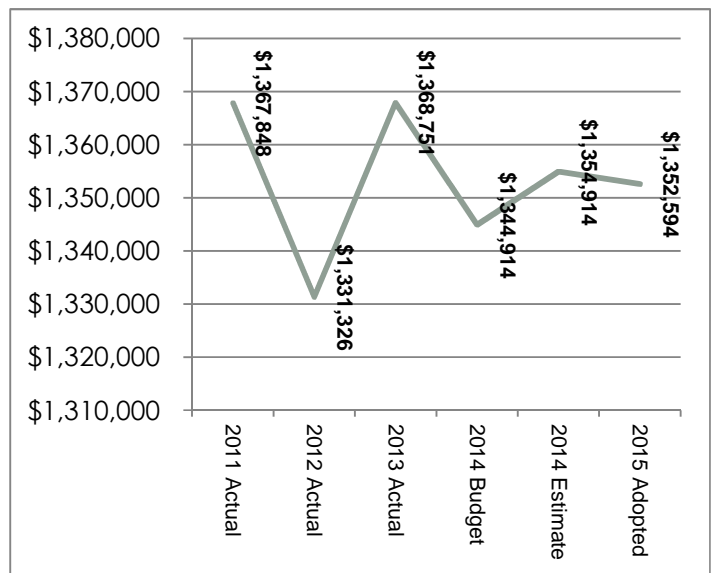
### *General Fund –*

#### ***Special Operations Description:***

The Special Operations oversees detectives, the Drug and Gang Unit, Task Force, Child Maltreatment, evidence and Crime Stoppers. Management of case investigations and coordinating response to ongoing community violence are the main objectives of the division.

A majority of the detective's work involves follow-up and investigations of crimes reported through the patrol division. Drug and Gang and Task Force investigations at the street level are assigned and worked from this office.

A seldom observed responsibility of this division is the maintenance of thousands of pieces of crime evidence. The division manages this task with less than two full time positions. A major portion of the police headquarters is reserved for the intake and archiving of crime scene evidence to be used in trial.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
SPECIAL OPERATIONS										
PERSONNEL SERVICES										
1622240	5110	REG PERSNL	\$781,711	\$763,803	\$785,798	\$795,962	\$795,962	<b>\$802,909</b>	\$6,947	0.87%
1622240	5111	COURT TIME	\$1,416	\$912	\$474	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1622240	5120	PT PERSONL	\$19,532	\$380	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622240	5150	OVERTIME	\$26,506	\$29,369	\$38,929	\$31,000	\$40,000	<b>\$35,000</b>	\$4,000	12.90%
1622240	515001	OTMANPOWER	\$1,679	\$7,324	\$9,181	\$5,000	\$5,000	<b>\$7,500</b>	\$2,500	50.00%
1622240	515003	OTREPORTWR	\$5,508	\$4,979	\$5,783	\$6,000	\$6,000	<b>\$6,000</b>	\$0	0.00%
1622240	515004	OTTRAINING	\$5,262	\$2,767	\$6,107	\$3,000	\$3,000	<b>\$4,000</b>	\$1,000	33.33%
1622240	515011	OTCOURT	\$4,001	\$5,288	\$1,405	\$3,800	\$3,800	<b>\$3,800</b>	\$0	0.00%
1622240	5160	HOLIDAY PY	\$222	\$4,055	\$2,310	\$5,000	\$5,000	<b>\$5,000</b>	\$0	0.00%
1622240	5172	UNIF ALLOW	\$9,100	\$5,525	\$7,150	\$7,150	\$7,150	<b>\$7,150</b>	\$0	0.00%
1622240	5174	VEHICLE ALL	\$4,675	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622240	5191	WIS RETIRE	\$172,111	\$153,517	\$130,796	\$97,983	\$97,983	<b>\$94,029</b>	(\$3,954)	-4.04%
1622240	519301	SOC SEC	\$52,245	\$50,567	\$52,750	\$52,231	\$52,231	<b>\$53,621</b>	\$1,390	2.66%
1622240	519302	MEDICARE	\$12,219	\$11,826	\$12,337	\$12,216	\$12,216	<b>\$12,539</b>	\$323	2.64%
1622240	5194	HOSP INS	\$248,987	\$258,438	\$271,563	\$281,328	\$281,328	<b>\$281,328</b>	\$0	0.00%
1622240	519401	VEBA	\$9,064	\$9,140	\$8,700	\$6,750	\$6,750	<b>\$6,750</b>	\$0	0.00%
1622240	5195	LIFE INS	\$1,824	\$1,770	\$1,571	\$1,564	\$1,564	<b>\$1,718</b>	\$154	9.85%
1622240	5196	UNEMPLOYMENT	\$0	\$0	\$330	\$0	\$0	<b>\$0</b>	\$0	0.00%
CONTRACTUAL SERVICE										
1622240	5214	OTH EQ MAI	\$1,369	\$5,369	\$5,664	\$4,000	\$5,000	<b>\$4,900</b>	\$900	22.50%
1622240	5223	SCHOOL/SEM	\$2,975	\$5,295	\$7,469	\$5,000	\$5,000	<b>\$5,000</b>	\$0	0.00%
1622240	5225	PROF DUES	\$370	\$95	\$330	\$500	\$500	<b>\$500</b>	\$0	0.00%
1622240	5244	OTHER FEES	\$7,071	\$10,222	\$18,223	\$18,850	\$18,850	<b>\$18,850</b>	\$0	0.00%
1622240	5251	AUTO/TRAVL	\$0	\$0	\$166	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1622240	5332	OFFICE/COM	\$0	\$684	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622240	5271	LOCAL PHONE	\$0	\$0	\$829	\$5,580	\$5,580	<b>\$0</b>	(\$5,580)	-100.00%
MATERIALS & SUPPLIES										
1622240	5332	OFFICE/COMP EQUIP &	\$0	\$0	\$96	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622240	5343	GENERAL COMMODIT	\$0	\$0	\$791	\$0	\$0	<b>\$0</b>	\$0	0.00%
TOTAL EXPENDITURES			\$1,367,848	\$1,331,326	\$1,368,751	\$1,344,914	\$1,354,914	<b>\$1,352,594</b>	\$7,680	0.57%
NET TOTAL			<b>\$1,367,848</b>	<b>\$1,331,326</b>	<b>\$1,368,751</b>	<b>\$1,344,914</b>	<b>\$1,354,914</b>	<b>\$1,352,594</b>	<b>\$7,680</b>	<b>0.57%</b>

BUDGET MODIFICATIONS: Overtime costs increased to reflect actuals.

<b>PERCENTAGE OF POSITION ALLOCATED TO FUNDS</b>				
<b>Department/Division</b>	<b>2015 FTE Equivalent</b>	<b>Position Status</b>	<b>Budgeted Fund</b>	<b>Percentage Allocated</b>
<b>POLICE CAPTAIN</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>SERGEANT</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>DETECTIVE</b>	<b>4.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>DRUG &amp; GANG UNIT</b>	<b>3.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>ROTATING DETECTIVE</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>TASK FORCE OFFICER</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>EVIDENCE CUSTODIAN</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Special Operations</b>	<b>100%</b>
<b>SPECIAL OPERATIONS</b>	<b>12.00</b>			

## PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

### PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:

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.

	<u>PROGRAM</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>					
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Search warrants developed by drug and Gang unit	Number of warrants served	35	33	37	37	33
	2. Drug Charges	Charges	148	211	162	197	151
<u>2014 Strategic Goal(s) Report:</u>	Drug and Gang Enforcement.	Create intelligence needed to coordinate department resources against the activities of gang members.				x	
		Develop probable cause for search warrants on targeted residents.				x	
		Participate with FBI Safe Street Task Force.				x	
		Participate in community education programs pertaining to drug and gang prevention education.				x	

## 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.

## DEPARTMENT POLICE

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

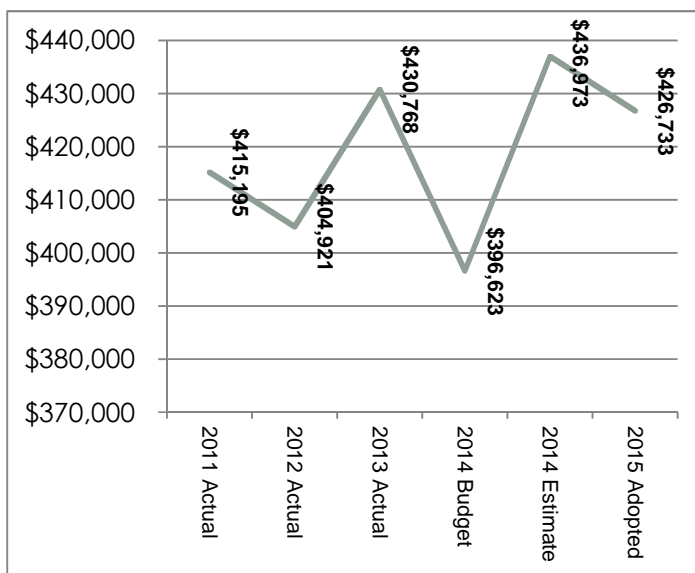
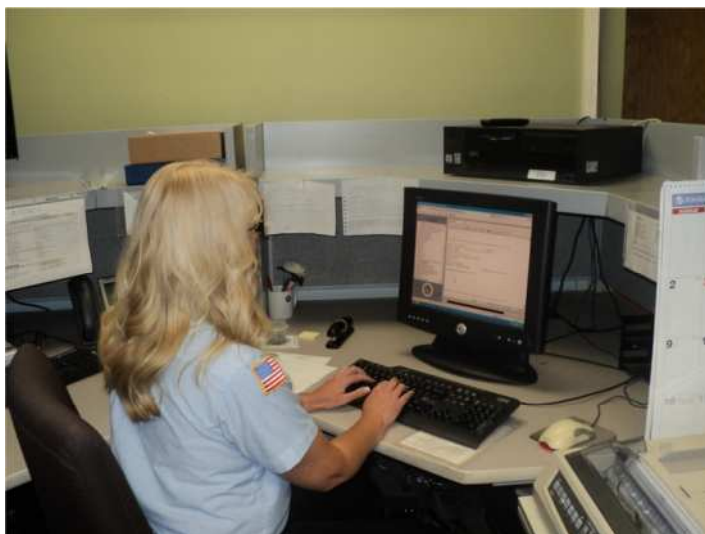
#### *Support Services Description:*

The Police Support Services operations and personnel are supervised by a civilian Director of Support Services. The division is responsible for all department statistical reporting, records management, training and court services.

Support Services personnel include the Records Bureau Staff, the Court Officer and the Training Coordinator. The Records Bureau is responsible for managing the records functions of the department. All police reports are processed and disseminated by Records Bureau personnel in accordance with Wisconsin Open Records Law.

The Court Officer acts as a liaison between the police department, the prosecutor and the court system. The Court Officer is a sworn police officer who coordinates special warrant projects and prisoner transports from other jurisdictions.

The Training Coordinator is responsible for recording and reporting all department training. The Training Coordinator handles all training registrations and training travel arrangements for all sworn and non-sworn personnel in the police department.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
POLICE SUPPORT SERVICES										
PERSONNEL SERVICES										
1622300	5110	REG PERSNL	\$61,101	\$64,308	\$72,935	\$66,337	\$66,337	<b>\$61,699</b>	(\$4,638)	-6.99%
1622300	5120	PT PERSONL	\$26,238	\$27,882	\$28,499	\$28,726	\$28,726	<b>\$28,687</b>	(\$39)	-0.14%
1622300	5150	OVERTIME	\$986	\$295	\$44	\$1,000	\$2,500	<b>\$1,000</b>	\$0	0.00%
1622300	5160	HOLIDAY PY	\$48	\$739	\$1,187	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622300	5172	UNIF ALLOW	\$650	\$650	\$650	\$650	\$650	<b>\$650</b>	\$0	0.00%
1622300	5191	WIS RETIRE	\$13,266	\$12,777	\$10,939	\$7,952	\$7,952	<b>\$6,978</b>	(\$974)	-12.25%
1622300	519301	SOC SEC	\$5,487	\$5,788	\$6,406	\$5,936	\$5,936	<b>\$5,665</b>	(\$271)	-4.57%
1622300	519302	MEDICARE	\$1,283	\$1,354	\$1,498	\$1,389	\$1,389	<b>\$1,326</b>	(\$63)	-4.54%
1622300	5194	HOSPITAL/SURG	\$0	\$0	\$23,444	\$23,444	\$23,444	<b>\$23,444</b>	\$0	0.00%
1622300	519401	VEBA	\$675	\$675	\$5,778	\$675	\$675	<b>\$675</b>	\$0	0.00%
1622300	5195	LIFE INS	\$126	\$124	\$153	\$114	\$114	<b>\$209</b>	\$95	83.33%
CONTRACTUAL SERVICE										
1622300	5214	OTH EQ MAI	\$396	\$0	\$375	\$1,500	\$1,500	<b>\$1,500</b>	\$0	0.00%
1622300	5215	COMP/OFF M	\$4,331	\$33,228	\$25,719	\$21,000	\$23,000	<b>\$26,000</b>	\$5,000	23.81%
1622300	5223	SCHOOL/SEM	\$9,343	\$15,637	\$14,364	\$16,000	\$16,000	<b>\$16,000</b>	\$0	0.00%
1622300	5232	DUPL/DRAFT	\$2,463	\$6,059	\$1,896	\$7,000	\$7,000	<b>\$7,000</b>	\$0	0.00%
1622300	5235	FILM/IMAGE	\$473	\$0	\$0	\$1,000	\$500	<b>\$1,000</b>	\$0	0.00%
1622300	5244	OTHER FEES	\$0	\$1,209	\$3,782	\$3,000	\$3,000	<b>\$3,000</b>	\$0	0.00%
1622300	5251	AUTO/TRAVL	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622300	5257	COMPUTER S	\$1,766	\$381	\$0	\$3,500	\$3,500	<b>\$3,500</b>	\$0	0.00%
1622300	5274	RADIO/COMM	\$75,427	\$80,549	\$59,131	\$65,000	\$70,000	<b>\$75,000</b>	\$10,000	15.38%
MATERIALS & SUPPLIES										
1622300	5331	POSTAGE	\$5,633	\$4,458	\$3,497	\$5,400	\$3,750	<b>\$5,400</b>	\$0	0.00%
1622300	5332	OFFICE/COM	\$36,230	\$30,338	\$46,831	\$20,000	\$40,000	<b>\$30,000</b>	\$10,000	50.00%
1622300	5343	GENL COMM	\$27,659	\$19,144	\$13,603	\$19,000	\$19,000	<b>\$20,000</b>	\$1,000	5.26%
1622300	5347	UNIFORMS	\$10,266	\$19,860	\$33,512	\$23,000	\$25,000	<b>\$23,000</b>	\$0	0.00%
1622300	5351	BOOKS/SUBS	\$492	\$483	\$200	\$500	\$500	<b>\$500</b>	\$0	0.00%
1622300	5352	TRAIN EQUIP	\$59,688	\$59,625	\$60,358	\$60,000	\$72,000	<b>\$70,000</b>	\$10,000	16.67%
CAPITAL OUTLAY										
1622300	5532	OFFICE>1000	\$880	\$373	\$968	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1622300	5533	OTHER>1000	\$70,286	\$18,985	\$15,000	\$13,500	\$13,500	<b>\$13,500</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$415,195	\$404,921	\$430,768	\$396,623	\$436,973	<b>\$426,733</b>	\$30,110	7.59%
		<b>NET TOTAL</b>	<b>\$415,195</b>	<b>\$404,921</b>	<b>\$430,768</b>	<b>\$396,623</b>	<b>\$436,973</b>	<b>\$426,733</b>	<b>\$30,110</b>	<b>7.59%</b>

**BUDGET MODIFICATIONS:** Radio and communications increased for Air cards - mobile data.  
Training equipment increase for the increased cost of ammunition.



PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
COURT OFFICER	1.00	FT	General Fund - Support Services	100%
POLICE SUPPORT SERVICES		1.00		

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
VEHICLE MAINTENANCE/ANIMAL CONTROL OFFICER	1.00	FT	General Fund - Fleet & Facility	100%
FLEET & FACILITY		1.00		

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION GOAL STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>

<b>Effectiveness:</b>	1. Provide the public with access to police business	Number of incidents entered into our RMS systems	8,596	8,813	10,045	8,996	9,112
	2. Assure and document that all sworn personnel meet the 24 hour minimum training hours required	Average number of training hours per employee by training cycle, July 1-June 30.	5,286	4,364	7,040	6,715	5,851
<b>2014 Strategic Goal(s) Report:</b>	Commission of Accreditation for Law Enforcement Agencies (CALEA) Accreditation.	Upgrade electronic storage and retrieval of CALEA files	x	x	x	Dec. 2014	
		Upgrade electronic storage and retrieval of training documents	x	x	x	Dec. 2014	
		Develop electronic storage and dissemination system for data classified as intelligence	x	x	x	x	Dec. 2015

## 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.

			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
FLEET & FACILITY										
PERSONNEL SERVICES										
1622315	5110	REGULAR PERSONNEL	\$0	\$3,476	\$44,422	\$45,625	\$45,625	<b>\$46,470</b>	\$845	1.85%
1622315	5120	PT PERSONL	\$14,032	\$22,387	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622315	5150	OVERTIME	\$1,138	\$1,017	\$7,752	\$1,500	\$1,500	<b>\$3,000</b>	\$1,500	100.00%
1622315	5191	WIS RETIRE	\$1,743	\$1,594	\$3,475	\$3,335	\$3,335	<b>\$3,364</b>	\$29	0.87%
1622315	519301	SOC SEC	\$941	\$1,666	\$3,229	\$2,890	\$2,890	<b>\$2,941</b>	\$51	1.76%
1622315	519302	MEDICARE	\$220	\$390	\$755	\$676	\$676	<b>\$688</b>	\$12	1.78%
1622315	5194	HOSP INS	\$7,919	\$9,785	\$23,444	\$23,444	\$23,444	<b>\$23,444</b>	\$0	0.00%
1622315	5195	LIFE INS	\$8	\$11	\$17	\$22	\$22	<b>\$45</b>	\$23	104.55%
CONTRACTUAL SERVICE										
1622315	5211	VEH. OPER	\$168	\$0	\$166	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622315	5244	OTHER FEES	\$5,977	\$10,728	\$11,114	\$6,100	\$7,500	<b>\$6,100</b>	\$0	0.00%
1622315	5261	STRUCT MAI	\$2,295	\$14,808	\$4,405	\$15,000	\$18,000	<b>\$15,000</b>	\$0	0.00%
1622315	5262	PAINT/CLEN	\$2,762	\$6,507	\$1,460	\$5,000	\$5,000	<b>\$5,000</b>	\$0	0.00%
1622315	5263	ELECTRICAL	\$2,495	\$2,551	\$7,708	\$2,000	\$7,500	<b>\$5,000</b>	\$3,000	150.00%
MATERIALS & SUPPLIES										
1622315	5332	POSTAGE & EXPRESS	\$0	\$3,509	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622315	5343	GENL COMM	\$1,212	\$2,494	\$4,393	\$1,200	\$1,200	<b>\$1,200</b>	\$0	0.00%
1622315	534502	MAINPOLICE	\$63,173	\$58,729	\$57,489	\$70,000	\$65,000	<b>\$70,000</b>	\$0	0.00%
1622315	534604	FUELPOLICE	\$200,819	\$182,511	\$187,926	\$205,200	\$190,000	<b>\$202,800</b>	(\$2,400)	-1.17%
CAPITAL OUTLAY										
1622315	5531	VEH>1000	\$31,621	\$36,543	\$39,403	\$36,000	\$45,000	<b>\$40,000</b>	\$4,000	11.11%
		TOTAL EXPENDITURES	\$336,521	\$358,705	\$397,157	\$417,992	\$416,692	<b>\$425,052</b>	\$7,060	1.69%
		<b>NET TOTAL</b>	<b>\$336,521</b>	<b>\$358,705</b>	<b>\$397,157</b>	<b>\$417,992</b>	<b>\$416,692</b>	<b>\$425,052</b>	<b>\$7,060</b>	<b>1.69%</b>

**BUDGET MODIFICATIONS:** Non-leaded fuel projected at \$3.38 per gallon for 2015.

## DEPARTMENT POLICE

2015 CITY OF БЕЛОIT OPERATING BUDGET

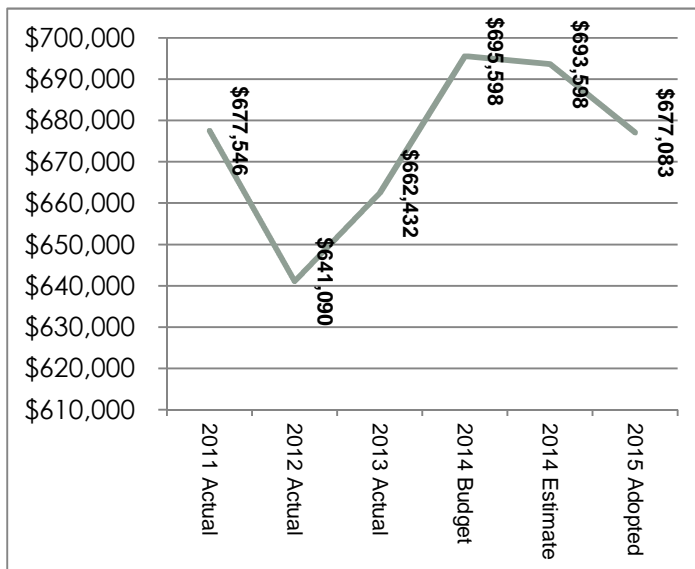
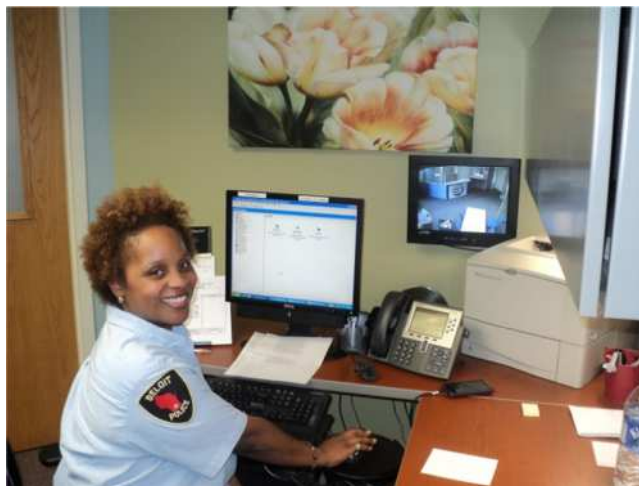
### *General Fund –*

#### *Records Description:*

The Police Records Division is Central repository for all department paperwork, routes all work to appropriate end users, and fills information requests.

Some of those users are the courts, media and persons making open record requests.

The record division operates twenty-four hours a day, every day to get documents recorded.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
RECORDS										
PERSONNEL SERVICES										
1622342	5110	REG PERSONL	\$248,668	\$224,471	\$259,773	\$265,363	\$265,363	<b>\$273,833</b>	\$8,470	3.19%
1622342	5120	PT PERSONL	\$178,410	\$191,934	\$160,678	\$183,125	\$183,125	<b>\$163,826</b>	(\$19,299)	-10.54%
1622342	5130	EXTRA PERS	\$4,712	\$462	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622342	5150	OVERTIME	\$4,047	\$3,752	\$4,443	\$7,000	\$5,000	<b>\$5,000</b>	(\$2,000)	-28.57%
1622342	5160	HOLIDAY PY	\$6,582	\$7,529	\$8,186	\$8,000	\$8,000	<b>\$8,000</b>	\$0	0.00%
1622342	5191	WIS RETIRE	\$45,775	\$23,718	\$26,399	\$29,940	\$29,940	<b>\$28,822</b>	(\$1,118)	-3.73%
1622342	519301	SOC SEC	\$27,379	\$26,477	\$26,563	\$28,035	\$28,035	<b>\$28,533</b>	\$498	1.78%
1622342	519302	MEDICARE	\$6,403	\$6,192	\$6,212	\$6,558	\$6,558	<b>\$6,674</b>	\$116	1.77%
1622342	5194	HOSP INS	\$137,964	\$144,674	\$136,763	\$137,266	\$137,266	<b>\$132,118</b>	(\$5,148)	-3.75%
1622342	519401	VEBA	\$0	\$0	\$11,539	\$0	\$0	<b>\$0</b>	\$0	0.00%
1622342	5195	LIFE INS	\$1,063	\$1,098	\$705	\$811	\$811	<b>\$777</b>	(\$34)	-4.19%
CONTRACTUAL SERVICE										
1622342	5215	COMP/OFF M	\$8,640	\$8,640	\$12,152	\$14,000	\$14,000	<b>\$14,000</b>	\$0	0.00%
1622342	5223	SCHOOL/SEM	\$629	\$0	\$150	\$2,000	\$2,000	<b>\$2,000</b>	\$0	0.00%
1622342	5232	DUPL/DRAFT	\$0	\$0	\$0	\$3,500	\$3,500	<b>\$3,500</b>	\$0	0.00%
1622342	5244	OTHER FEES	\$4,774	\$2,023	\$6,065	\$6,500	\$6,500	<b>\$6,500</b>	\$0	0.00%
MATERIALS & SUPPLIES										
1622342	5347	UNIFORMS	\$0	\$120	\$304	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
CAPITAL OUTLAY										
1622342	5533	OTHER>1000	\$2,500	\$0	\$2,500	\$2,500	\$2,500	<b>\$2,500</b>	\$0	0.00%
		TOTAL EXPENDITURES	<b>\$677,546</b>	<b>\$641,090</b>	<b>\$662,432</b>	<b>\$695,598</b>	<b>\$693,598</b>	<b>\$677,083</b>	<b>(\$18,515)</b>	<b>-2.66%</b>
		NET TOTAL	<b>\$677,546</b>	<b>\$641,090</b>	<b>\$662,432</b>	<b>\$695,598</b>	<b>\$693,598</b>	<b>\$677,083</b>	<b>(\$18,515)</b>	<b>-2.66%</b>

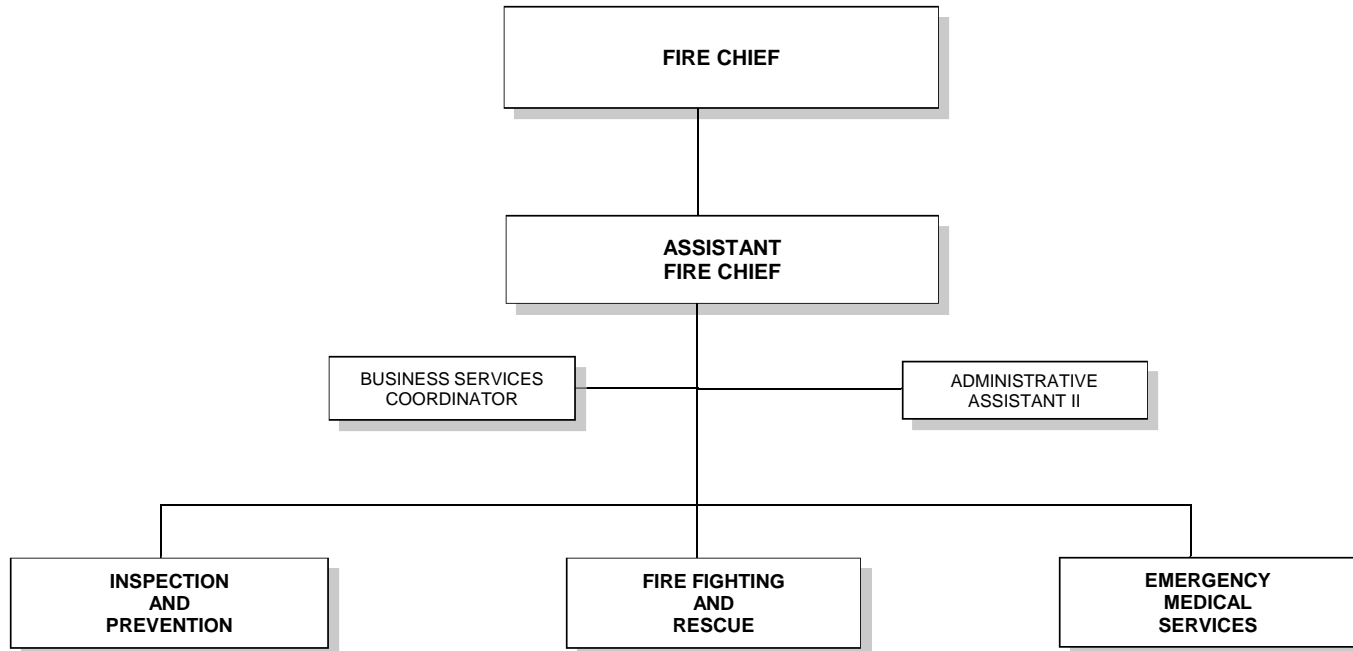
**BUDGET MODIFICATIONS:** Business as usual.

1622345 911 EMERGENCY DISPATCH										
CONTRACTUAL SERVICE										
1622345	5271	TEL-LOCAL	\$4,361	\$3,960	\$3,169	\$4,752	\$3,900	<b>\$3,240</b>	(\$1,512)	-31.82%
		TOTAL EXPENDITURES	<b>\$4,361</b>	<b>\$3,960</b>	<b>\$3,169</b>	<b>\$4,752</b>	<b>\$3,900</b>	<b>\$3,240</b>	<b>(\$1,512)</b>	<b>-31.82%</b>

<b>PERCENTAGE OF POSITION ALLOCATED TO FUNDS</b>				
<b>Department/Division</b>	<b>2015 FTE Equivalent</b>	<b>Position Status</b>	<b>Budgeted Fund</b>	<b>Percentage Allocated</b>
<b>DIRECTOR OF SUPPORT SERVICES</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Records</b>	<b>100%</b>
<b>RECORDS SUPERVISOR</b>	<b>1.00</b>	<b>FT</b>	<b>General Fund - Records</b>	<b>100%</b>
<b>RECORDS CLERK</b>	<b>4.00</b>	<b>FT</b>	<b>General Fund - Records</b>	<b>100%</b>
<b>RECORDS CLERK PT</b>	<b>4.41</b>	<b>PT</b>	<b>General Fund - Records</b>	<b>100%</b>
<b>RECORDS</b>	<b>10.41</b>			



**FIRE DEPARTMENT  
ORGANIZATIONAL CHART  
2015**



- Deputy Chief
- Fire Inspection Coordinator
- Fire Inspectors

- Captains
- Master Fire Mechanic
- Fire Mechanics
- Lieutenants
- Acting Lieutenants
- Motor Pump Operators
- Firefighters

- Deputy Chief
- Firefighter - Paramedics



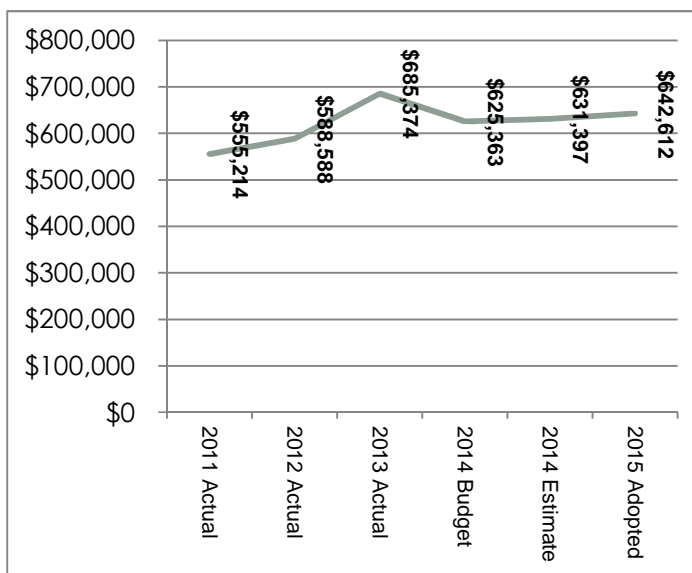
## DEPARTMENT FIRE

2015 CITY OF БЕЛОIT OPERATING BUDGET

**General Fund –  
Fire Administration**

**Description:**

The Administration Division provides for the personnel and financial administration of the department. This division facilitates compliance with city personnel policy and state and federal employment regulations, processes accounts receivable and payable, payroll, personnel record entry, database management, information systems requests, and front counter customer service.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
FIRE ADMINISTRATION										
DEPARTMENTAL EARNING										
1666100	4506	COPY FEES	(\$231)	(\$1,156)	(\$227)	(\$250)	(\$250)	(\$250)	\$0	0.00%
		TOTAL REVENUES	(\$231)	(\$1,156)	(\$227)	(\$250)	(\$250)	(\$250)	\$0	0.00%
PERSONNEL SERVICES										
1666100	5110	REG PERSNL	\$255,069	\$270,864	\$281,366	\$284,396	\$288,593	\$286,217	\$1,821	0.64%
1666100	5160	HOLIDAY PY	\$1,540	\$1,540	\$1,540	\$1,540	\$1,540	\$1,540	\$0	0.00%
1666100	5174	VEHICLE ALL	\$4,675	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1666100	5191	WIS RETIRE	\$54,755	\$51,207	\$47,838	\$39,719	\$40,520	\$38,687	(\$1,032)	-2.60%
1666100	5192	WORK COMP	\$129,612	\$144,372	\$149,496	\$169,051	\$169,051	\$190,812	\$21,761	12.87%
1666100	519301	SOC SEC	\$2,486	\$2,591	\$2,649	\$2,687	\$2,733	\$2,713	\$26	0.97%
1666100	519302	MEDICARE	\$3,680	\$3,916	\$4,060	\$4,057	\$4,135	\$4,123	\$66	1.63%
1666100	5194	HOSP INS	\$58,560	\$63,493	\$68,931	\$70,332	\$70,375	\$70,332	\$0	0.00%
1666100	5195	LIFE INS	\$499	\$637	\$664	\$716	\$732	\$743	\$27	3.77%
CONTRACTUAL SERVICE										
1666100	5214	OTH EQ MAI	\$510	\$0	\$0	\$425	\$0	\$425	\$0	0.00%
1666100	5215	COMP/OFF M	\$0	\$1,074	\$718	\$2,500	\$1,500	\$2,500	\$0	0.00%
1666100	5223	SCHOOL/SEM	\$1,334	\$2,035	\$2,836	\$5,000	\$2,800	\$3,000	(\$2,000)	-40.00%
1666100	5225	PROF DUES	\$499	\$539	\$354	\$445	\$360	\$445	\$0	0.00%
1666100	5231	NOTICES	\$1,656	\$1,091	\$1,903	\$1,500	\$1,500	\$1,500	\$0	0.00%
1666100	5232	DUPL/DRAFT	\$3,923	\$4,670	\$3,230	\$4,000	\$3,500	\$4,000	\$0	0.00%
1666100	5240	CONT-PROF	\$22,704	\$25,960	\$106,829	\$25,000	\$31,000	\$25,000	\$0	0.00%
1666100	5248	ADVERTISING	\$0	\$30	\$338	\$0	\$0	\$0	\$0	0.00%
1666100	5251	AUTO/TRAVL	\$345	\$1,966	\$1,174	\$680	\$680	\$680	\$0	0.00%
MATERIALS & SUPPLIES										
1666100	5331	POSTAGE	\$1,413	\$817	\$1,477	\$1,500	\$1,400	\$1,500	\$0	0.00%
1666100	5332	OFFICE/COM	\$6,104	\$5,839	\$4,600	\$6,000	\$5,500	\$6,000	\$0	0.00%
1666100	5343	GENL COMM	\$1,301	\$1,550	\$1,600	\$1,550	\$1,500	\$1,550	\$0	0.00%
FIXED EXPENSES										
1666100	5412	RENT/EQUIP	\$4,122	\$4,239	\$3,770	\$4,265	\$3,978	\$845	(\$3,420)	-80.19%
CAPITAL OUTLAY										
1666100	5532	OFFICE>1000	\$239	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1666100	5533	OTHER>1000	\$190	\$157	\$0	\$0	\$0	\$0	\$0	0.00%
		TOTAL EXPENDITURES	\$555,214	\$588,588	\$685,374	\$625,363	\$631,397	\$642,612	\$17,249	2.76%
		<b>NET TOTAL</b>	<b>\$554,983</b>	<b>\$587,432</b>	<b>\$685,147</b>	<b>\$625,113</b>	<b>\$631,147</b>	<b>\$642,362</b>	<b>\$17,249</b>	<b>2.76%</b>

**BUDGET MODIFICATIONS:** Schools and seminars was reduced to reflect actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
FIRE CHIEF	1.00	FT	General Fund - Fire Administration	100%
ASSISTANT FIRE CHIEF	1.00	FT	General Fund - Fire Administration	100%
ADMINISTRATIVE ASSISTANT II	1.00	FT	General Fund - Fire Administration	100%
<b>FIRE ADMINISTRATION</b>	<b>3.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

3. Proactively partner with citizens to promote a safe and healthy community, minimize personal injury, prevent the loss of life and protect property and resources.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	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.	An increase in post presentation fire department operational awareness and/or fire and life safety knowledge.	NA	NA	NA	NA	100% of participants to have 20% or more increase.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Efficiency &amp; Effectiveness:</u>	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.	Provide for the timely succession of organization membership over the next 10 years..	NA	NA	NA	NA	Meet 100% of 2015 Timelines
	Improve communications throughout organization that facilitate growth of trust and the development of servant leadership	Increase in organizational satisfaction with the communications from the fire department leadership team.	NA	NA	NA	NA	10% Increase in satisfaction from pre to post implementation survey
	To develop efficiency and savings in the acquisition of fire department equipment, uniforms, and general commodities.	Complete Evaluation and Implementation Timelines	NA	NA	NA	NA	100%
Save 5% on items purchased through this program as compared to purchases of identical item through traditional inventory practices.		NA	NA	NA	NA	≥ 5% Savings	
Reduce in house inventory by 30%.		NA	NA	NA	NA	30% Reduction	

	<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>  <u>Actual</u>	<u>2012</u>  <u>Actual</u>	<u>2013</u>  <u>Actual</u>	<u>2014</u>  <u>Target</u>	<u>2015</u>  <u>Target</u>
<u>2014 Strategic Goal(s) Report:</u>	Implement a multifaceted approach to increase general fund appropriations to absorb SAFER grant funded positions by July 2, 2015.	Identify, secure, and appropriate funding for 5 Full Time Equivalent (FTE) Firefighters	NA	NA	NA	40% Complete 1 FTE Grant Extension 1FTE General Fund Appropriation	100% with 3 FTE Retention through SAFER Grant., 2 FTE General Fund Appropriation for 2016
	To study the recruiting and hiring process and to revise the process to provide for maximum efficiency and recruitment candidates for on demand hiring.	Amend Police and Fire Commission Rules to implement an efficient, economical, and thorough Fire Fighter Recruiting and Hiring Process	NA	NA	NA	Project 75% Complete	100% Complete

## 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.
- 

**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:**

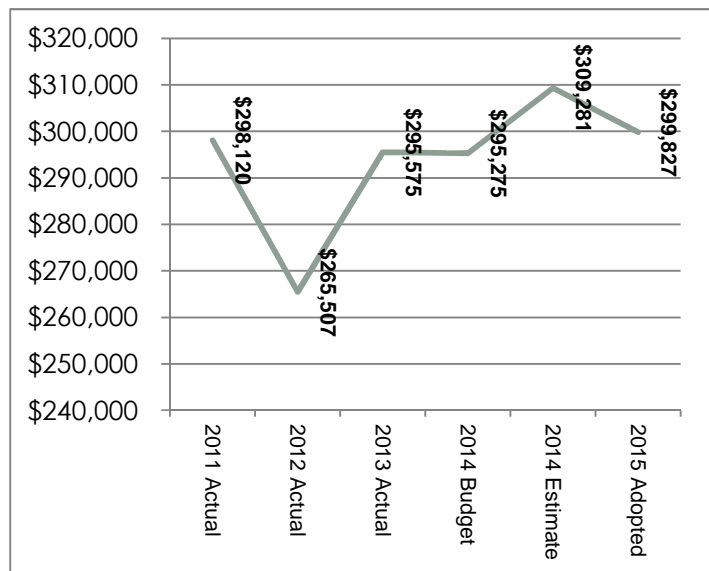
1. By January 30, 2015 review current inventory practices for all products utilized by the department.
2. By June 1, 2015 identify procurement efficiencies that will reduce inventory, maximize savings, improve product diversity and availability, and streamline order receipt and tracking procedures.
3.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

## DEPARTMENT FIRE

2015 CITY OF БЕЛОIT OPERATING BUDGET

**General Fund –  
Fire Inspection & Prevention  
Description:**

The Code Enforcement Fire Inspection program merged into the Fire Department's Inspection program in 2006. This Division provides public fire safety and injury prevention education through outreach programs like National Fire Prevention Week, car seat safety education, school district classroom contacts, community group presentations and events, Juvenile Fire Setter intervention, and smoke detector maintenance and installation program. Fire and loss prevention is provided through a comprehensive commercial fire inspection and storage tank inspection program. This program also provides for the record keeping for all commercial properties for fire and storage tank inspections. Finally, in this division, we identify fire origin and cause determination.



	2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
FIRE INSPECTION & PREVENTION								
LICENSES & PERMITS								
1666200 4150 FIREWORKS	(\$4,780)	(\$4,505)	(\$4,480)	(\$4,700)	(\$5,155)	<b>(\$4,600)</b>	\$100	-2.13%
1666200 4169 TANK INSP	(\$2,681)	(\$2,506)	(\$3,782)	(\$2,660)	(\$2,660)	<b>(\$2,980)</b>	(\$320)	12.03%
INTERGOVT AIDS/GRANT								
1666200 436002 OPERATING GRANTS -	\$0	(\$3,988)	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1666200 436003 FIRE DUES	(\$55,028)	(\$59,656)	(\$57,332)	(\$59,656)	(\$59,656)	<b>(\$59,656)</b>	\$0	0.00%
DEPARTMENTAL EARNING								
1666200 4523 INSPECTION	(\$138,297)	(\$112,180)	(\$149,630)	(\$133,560)	(\$132,441)	<b>(\$133,560)</b>	\$0	0.00%
TOTAL REVENUES	(\$200,786)	(\$182,835)	(\$215,224)	(\$200,576)	(\$199,912)	<b>(\$200,796)</b>	(\$220)	0.11%
PERSONNEL SERVICES								
1666200 5110 REG PERSONL	\$96,776	\$102,538	\$106,642	\$108,386	\$112,803	<b>\$112,477</b>	\$4,091	3.77%
1666200 5120 PT PERSONL	\$107,881	\$77,685	\$84,508	\$92,885	\$92,142	<b>\$94,506</b>	\$1,621	1.75%
1666200 5130 EXTRA PERS	\$7,589	\$6,026	\$17,774	\$8,700	\$18,000	<b>\$8,850</b>	\$150	1.72%
1666200 5150 OVERTIME	\$603	\$1,075	\$291	\$800	\$300	<b>\$800</b>	\$0	0.00%
1666200 5160 HOLIDAY PY	\$1,540	\$0	\$1,540	\$1,540	\$1,540	<b>\$1,540</b>	\$0	0.00%
1666200 5191 WIS RETIRE	\$27,099	\$19,543	\$18,423	\$15,353	\$15,951	<b>\$15,472</b>	\$119	0.78%
1666200 519301 SOC SEC	\$8,072	\$6,191	\$7,369	\$7,258	\$8,386	<b>\$7,515</b>	\$257	3.54%
1666200 519302 MEDICARE	\$3,087	\$2,684	\$3,024	\$3,009	\$3,315	<b>\$3,123</b>	\$114	3.79%
1666200 5196 UNEMPLOYMENT	\$0	\$4,328	\$161	\$0	\$0	<b>\$0</b>	\$0	0.00%
1666200 5194 HOSP INS	\$32,517	\$27,757	\$28,600	\$31,415	\$31,415	<b>\$31,415</b>	\$0	0.00%
1666200 5195 LIFE INS	\$603	\$572	\$506	\$584	\$625	<b>\$654</b>	\$70	11.99%
CONTRACTUAL SERVICE								
1666200 5214 OTH EQ MAI	\$219	\$411	\$428	\$1,000	\$999	<b>\$1,000</b>	\$0	0.00%
1666200 5223 SCHOOL/SEM	\$4,420	\$3,107	\$8,725	\$7,220	\$7,220	<b>\$5,000</b>	(\$2,220)	-30.75%
1666200 5225 PROF DUES	\$1,134	\$325	\$1,030	\$1,225	\$1,035	<b>\$1,225</b>	\$0	0.00%
1666200 5240 CONT-PROF	\$500	\$500	\$500	\$500	\$500	<b>\$500</b>	\$0	0.00%
1666200 5251 AUTO/TRAVL	\$3,482	\$3,675	\$4,890	\$3,800	\$4,000	<b>\$4,100</b>	\$300	7.89%
MATERIALS & SUPPLIES								
1666200 5332 OFFICE/COM	\$928	\$1,702	\$989	\$1,550	\$1,000	<b>\$1,600</b>	\$50	3.23%
1666200 5343 GENL COMM	\$356	\$622	\$1,121	\$950	\$950	<b>\$950</b>	\$0	0.00%
1666200 5351 BOOKS/SUBS	\$495	\$3,349	\$5,465	\$5,600	\$5,600	<b>\$5,600</b>	\$0	0.00%
1666200 5352 TRAIN EQUIP	\$819	\$3,418	\$3,589	\$3,500	\$3,500	<b>\$3,500</b>	\$0	0.00%
TOTAL EXPENDITURES	\$298,120	\$265,507	\$295,575	\$295,275	\$309,281	<b>\$299,827</b>	\$4,552	1.54%
NET TOTAL	<b>\$97,334</b>	<b>\$82,672</b>	<b>\$80,351</b>	<b>\$94,699</b>	<b>\$109,369</b>	<b>\$99,031</b>	<b>\$4,332</b>	<b>4.57%</b>

BUDGET MODIFICATIONS: Business as usual.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DEPUTY FIRE CHIEF	1.00	FT	General Fund - Fire Inspection & Prevention	100%
FIRE INSPECTORS PT	1.10	PT	General Fund - Fire Inspection & Prevention	100%
FIRE INSPECTION COORDINATOR	0.50	PT	General Fund - Fire Inspection & Prevention	100%
INSPECTOR CASUAL	0.14	Casual	General Fund - Fire Inspection & Prevention	100%
<b>FIRE INSPECTION &amp; PREVENTION</b>	<b>2.74</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

3. Proactively partner with citizens to promote a safe and healthy community, minimize personal injury, prevent the loss of life and protect property and resources.

	<u>DIVISION OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Provide fire safety education to children, employees of business and industry and to the public at large through classroom presentations and through public service announcements.	# of residential inspections of smoke detectors	37	7	1	25	25
		# of children receiving fire safety education through classroom presentations	3,156	3,584	3,687	3,687	3,750
	2. Thoroughly	# of investigated fires	97	105	97	110	100

<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>
investigate the origin and cause of all fires and support the police department and the district attorney in the prosecution of arson.	# of arson cases (Incendiary)	22	24	16	20	15
	# of commercial fire inspections	2,293	2,025	2,000	2,000	2,000
	# of commercial fire inspection violations	1,917	1,640	1,749	1,768	1,700
<u>Efficiency &amp; Effectiveness:</u>	3. Increase the compliance of the Commercial Fire Inspection Program by performing quality assurance program annually.	40	40	40	40	40
	Conduct in-service meetings each month to provide for open consistent communications, a common operational platform, and consistent unified code interpretation	NA	NA	12	12	12
<u>2014 Strategic Goal(s) Report:</u>	Continue providing public education and prevention programs to the community to the extent that resources allow.	Completed	Completed	Completed	Complete	Complete

## 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.

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**Department:** Fire

**Fire Department Strategic Goal:** 1 & 3

**Division:** Fire Prevention

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

**Program:** Fire Origin and Cause Investigation

**Objective:** To increase department's capacity to perform fire investigations compliant to National Fire Protection Association (NFPA) 921 by 33%.

**Action steps:**

1. Train all fire officers to the International Association of Arson Investigators (IAAI)- Fire Investigation Technician level by November 1, 2015.
2. Increase fire investigation personnel from 3 to 6 by June 1, 2015.
3. Develop and implement a strategic training plan to bring fire investigators to the IAAI Certified Fire Investigator level by February 1, 2015.
4. Provide monthly fire investigation training for all fire department personnel by 12/31/2015.
5. Develop an education assessment program for existing fire investigators to identify training needs February 1, 2015.

**Objective:** To increase department's prosecution rate for incendiary fires involving crime by 50%

**Action steps:**

1. Develop and coordinate partnerships between public safety agencies within Rock County to establish a county fire investigation unit by December 31, 2015.
2. Study the efficacy to create a Fire Marshals position within the fire department to oversee fire investigation by April 1, 2015.
3. Open communication with District Attorney by developing policies and education programs for prosecutors by June 1, 2015.
4. Develop and implement policies for law enforcement certification of department fire investigators March 1, 2015.
5. Develop and coordinate fire investigation training for local and surrounding agencies-stakeholders by June 1, 2015.



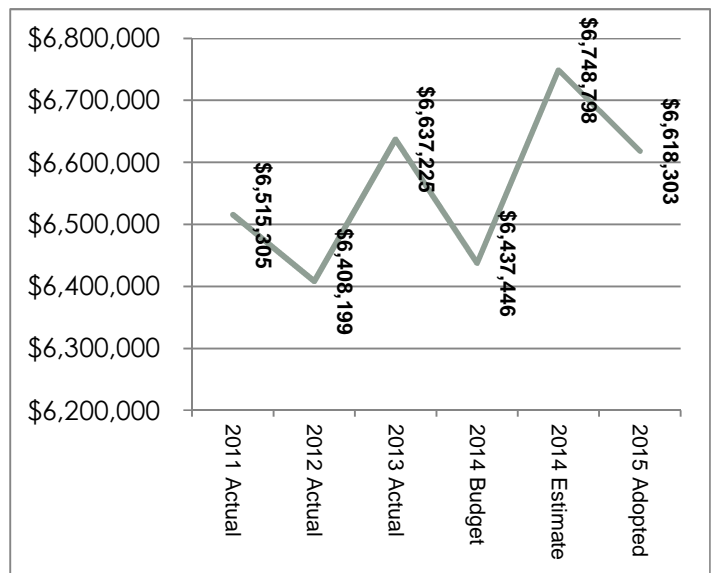
# DEPARTMENT FIRE

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund – Fire Fighting & Rescue*

### *Description:*

The Firefighting & Rescue Division provides for the majority of resources required of an “All-Hazards” response. All-Hazards response capabilities are defined as any emergency the fire department may be; or has the potential for, being called upon to mitigate. This division comprises the greater majority of the preparedness and response budget for equipment, personnel, and maintenance. The Firefighting and Rescue Division handles a broad set of core preparedness and response responsibilities. Moreover, this division supports the first response role for the Ambulance Division.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
FIRE FIGHTING & RESCUE										
DEPARTMENTAL EARNING										
1666300	4524	EXTRICATION	\$6,382	(\$4,614)	(\$40)	(\$4,000)	(\$198)	\$0	\$4,000	-100.00%
OTHER REVENUE										
1666300	4632	HAZMAT	\$11,472	(\$25,548)	\$5,813	(\$12,000)	(\$8,200)	(\$12,000)	\$0	0.00%
TOTAL REVENUES			\$17,854	(\$30,162)	\$5,773	(\$16,000)	(\$8,398)	(\$12,000)	\$4,000	-25.00%
PERSONNEL SERVICES										
1666300	5110	REG PERSNL	\$3,087,386	\$2,993,260	\$3,108,136	\$3,079,200	\$3,238,928	\$3,139,974	\$60,774	1.97%
1666300	5112	OUTOFCLASS	\$36,414	\$27,235	\$36,167	\$37,600	\$32,000	\$37,600	\$0	0.00%
1666300	5150	OVERTIME	\$369,854	\$304,912	\$351,448	\$295,000	\$320,000	\$295,000	\$0	0.00%
1666300	5160	HOLIDAY PY	\$73,220	\$70,420	\$74,620	\$69,300	\$69,300	\$77,000	\$7,700	11.11%
1666300	5173	TOOL ALLOW	\$750	\$750	\$750	\$750	\$750	\$750	\$0	0.00%
1666300	5191	WIS RETIRE	\$869,996	\$751,038	\$693,921	\$564,014	\$583,000	\$549,579	(\$14,435)	-2.56%
1666300	519301	SOC SEC	\$0	\$98	\$0	\$0	\$0	\$0	\$0	0.00%
1666300	519302	MEDICARE	\$48,691	\$49,134	\$51,692	\$49,965	\$51,341	\$51,188	\$1,223	2.45%
1666300	5194	HOSP INS	\$865,148	\$886,775	\$960,585	\$952,196	\$967,400	\$970,905	\$18,709	1.96%
1666300	519402	RETPRE65	\$552,772	\$645,459	\$671,082	\$671,082	\$699,203	\$697,139	\$26,057	3.88%
1666300	519403	RETPOST65	\$294,108	\$304,040	\$281,798	\$306,836	\$330,000	\$331,938	\$25,102	8.18%
1666300	5195	LIFE INS	\$9,667	\$9,781	\$9,691	\$10,133	\$10,932	\$10,959	\$826	8.15%
1666300	5196	UNEMPLOYMENT	(\$50)	\$157	\$0	\$0	\$0	\$28,860	\$28,860	100.00%
1666300	519703	HEART/LUNG	\$6,542	\$6,542	\$6,542	\$6,542	\$6,540	\$6,542	\$0	0.00%
CONTRACTUAL SERVICE										
1666300	5214	OTH EQ MAI	\$19,522	\$27,700	\$31,935	\$27,130	\$27,130	\$35,000	\$7,870	29.01%
1666300	5223	SCHOOL/SEM	\$9,459	\$7,633	\$12,732	\$10,640	\$11,200	\$11,000	\$360	3.38%
1666300	5225	PROF DUES	\$1,160	\$1,722	\$1,526	\$1,005	\$1,033	\$1,526	\$521	51.84%
1666300	5231	NOTICES	\$1,512	\$566	\$993	\$750	\$0	\$750	\$0	0.00%
1666300	5241	CONT-LABOR	\$516	\$308	\$297	\$450	\$450	\$550	\$100	22.22%
1666300	5244	OTHER FEES	\$26	\$76	\$0	\$200	\$0	\$200	\$0	0.00%
1666300	5255	PHYSICAL	\$10,017	\$7,902	\$16,324	\$7,660	\$7,660	\$7,660	\$0	0.00%
1666300	5256	LAUNDRY	\$3,671	\$4,706	\$3,573	\$4,100	\$4,100	\$4,800	\$700	17.07%
1666300	5261	STRUCT MAI	\$5,188	\$12,654	\$12,614	\$16,000	\$40,000	\$20,000	\$4,000	25.00%
1666300	5262	PAINT/CLEN	\$0	\$775	\$975	\$7,000	\$13,200	\$1,500	(\$5,500)	-78.57%
1666300	5263	ELECTRICAL	\$1,977	\$3,052	\$2,648	\$2,500	\$8,100	\$2,850	\$350	14.00%
1666300	5264	PLUMBING	\$3,486	\$4,459	\$4,917	\$3,800	\$4,428	\$4,300	\$500	13.16%
1666300	5265	HEATING	\$2,197	\$3,318	\$2,107	\$3,000	\$2,500	\$3,000	\$0	0.00%
1666300	5271	TEL-LOCAL	\$43,687	\$40,363	\$33,406	\$35,915	\$28,753	\$34,165	(\$1,750)	-4.87%
1666300	5274	RADIO/COMM	\$23,038	\$20,455	\$24,670	\$30,000	\$30,000	\$30,000	\$0	0.00%
MATERIALS & SUPPLIES										
1666300	5321	ELECTRICITY	\$38,412	\$38,639	\$34,910	\$38,500	\$38,100	\$38,500	\$0	0.00%
1666300	5322	GAS/HEAT	\$17,608	\$12,764	\$15,121	\$18,000	\$17,600	\$18,000	\$0	0.00%
1666300	5323	WATER	\$2,962	\$3,707	\$3,068	\$3,000	\$3,000	\$3,200	\$200	6.67%
1666300	5324	SEWER CHG	\$2,518	\$3,687	\$1,879	\$2,900	\$1,900	\$2,700	(\$200)	-6.90%
1666300	5325	STORMWATER	\$1,019	\$1,140	\$1,091	\$1,020	\$1,000	\$1,020	\$0	0.00%
1666300	5331	POSTAGE	\$0	\$0	\$6	\$0	\$0	\$0	\$0	0.00%
1666300	5332	OFFICE/COM	\$185	\$0	\$44	\$0	\$0	\$0	\$0	0.00%
1666300	5343	GENL COMM	\$13,090	\$15,239	\$18,436	\$15,000	\$15,000	\$15,000	\$0	0.00%
1666300	5345	MAINT MATL	\$3,187	\$3,225	\$5,605	\$3,600	\$3,600	\$6,000	\$2,400	66.67%
1666300	534503	MAINT-FIRE	\$30,592	\$40,781	\$47,687	\$40,000	\$75,000	\$50,000	\$10,000	25.00%
1666300	534605	FUELFIRE	\$32,732	\$26,541	\$33,769	\$30,458	\$30,000	\$31,948	\$1,490	4.89%
1666300	5347	UNIFORMS	\$19,127	\$51,250	\$54,357	\$70,000	\$55,000	\$70,000	\$0	0.00%
1666300	5351	BOOKS/SUBS	\$1,071	\$278	\$934	\$1,200	\$300	\$1,200	\$0	0.00%
1666300	5352	TRAIN EQUIP	\$261	\$125	\$1,086	\$1,000	\$350	\$1,000	\$0	0.00%
CAPITAL OUTLAY										
1666300	5533	OTHER>1000	\$12,585	\$25,532	\$24,085	\$20,000	\$20,000	\$25,000	\$5,000	25.00%
TOTAL EXPENDITURES			\$6,515,305	\$6,408,199	\$6,637,225	\$6,437,446	\$6,748,798	\$6,618,303	\$180,857	2.81%
NET TOTAL			\$6,533,159	\$6,378,037	\$6,642,997	\$6,421,446	\$6,740,400	\$6,606,303	\$184,857	2.88%

**BUDGET MODIFICATIONS:** Increase in regular personnel due to budgeting half of a year of costs for 1 firefighter from when SAFER grant ends 6/30/15.

Unemployment projected for 3 firefighters for half a year when SAFER grant finishes.

Increased costs for vehicle maintenance due to a increased vehicle repairs.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
FIRE CAPTAIN	3.00	FT	General Fund - Fire Fighting & Rescue	100%
LIEUTENANT	6.00	FT	General Fund - Fire Fighting & Rescue	100%
ACTING LIEUTENANT	12.00	FT	General Fund - Fire Fighting & Rescue	100%
FIRE FIGHTER	18.50	FT	General Fund - Fire Fighting & Rescue	100%
MOTOR PUMP OPERATOR	3.00	FT	General Fund - Fire Fighting & Rescue	100%
FIRE MECHANIC MASTER	1.00	FT	General Fund - Fire Fighting & Rescue	100%
FIRE MECHANIC	2.00	FT	General Fund - Fire Fighting & Rescue	100%
<b>FIRE FIGHTING &amp; RESCUE</b>	<b>45.50</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

3. Proactively partner with citizens to promote a safe and healthy community, minimize personal injury, prevent the loss of life and protect property and resources.

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b><u>Workload:</u></b>	1. Increase the effectiveness of emergency response activities by training Fire Department personnel.	200 Hours of training In Accordance with ISO Requirements *	98% (100 hrs per employee)	98% (100 hrs per employee)	98% (100 hrs per employee)	98% (100 hrs per employee)	98% (150 hrs per employee)
	2. Maintain jurisdictional partnerships with our neighboring communities in order to allocate additional resources for emergencies when needed.	Mutual Aid Given. – Number of calls	34	38	32	40	40
		Mutual Aid Received. -- Number of calls	90	85	141	129	130
<b><u>Efficiency &amp; Effectiveness:</u></b>	Develop and implement a vehicle replacement plan for the departments aged fleet by 12/31/2015.	Meet 100% of project timelines.	NA	NA	NA	NA	100%
	3. Minimize the negative impacts of emergency situations to people, property, and the environment.	First responding unit for all hazards arrives on scene within 4 minutes 90% of the time.	NA**	NA	NA	90%	90%
		Arrival of second unit for all hazards arrives on scene within 8 minutes 90% of the time.	NA**	NA	NA	90%	90%
		Assembly of 15 personnel on scene for confirmed structure fires is 8 minutes 90% of the time.	NA	NA	NA	60%	60%

	<u>DIVISION</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>2014 Strategic Goal(s) Report:</b>	Inventory and upgrade Self Contained Breathing Apparatus and Inline Respirator Systems by 12/31/2014.	Place in service NFPA compliant respiratory protection system by 12/31/2014.	NA	NA	NA	50% of project is funded in 2014 CIP. Timelines have been adjusted for an April 2015 Completion	100% Complete April 2015
	Inventory and upgrade department hydraulic powered extrication equipment by 12/31/2015.	Place in service a upgraded hydraulic power system components by 12/31/2016	NA	NA	NA	NA	This project timeline has been adjusted for a 2016 implementation to account for CIP funding availability.

\*This is a requirement under the Insurance Services Organization to evaluate the fire department’s training programs in setting the risk rating for the department. The requirement is increased from a previously established goal of 100 hours per employee.

\*\* At time of publishing the statistics were not available for historic comparison.

## 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.

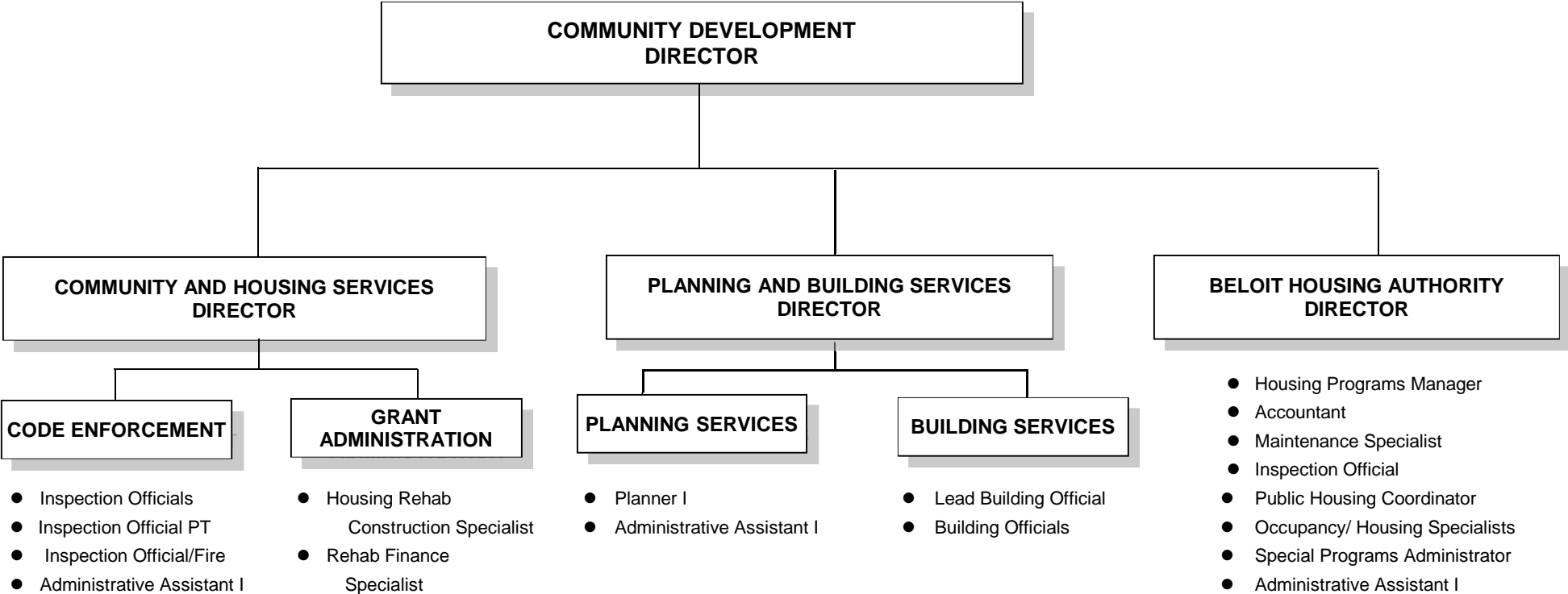
**Action Steps:**

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, WISCONSIN  
 COMMUNITY DEVELOPMENT DEPARTMENT  
 ORGANIZATIONAL CHART  
 2015**



# DEPARTMENT COMMUNITY DEVELOPMENT

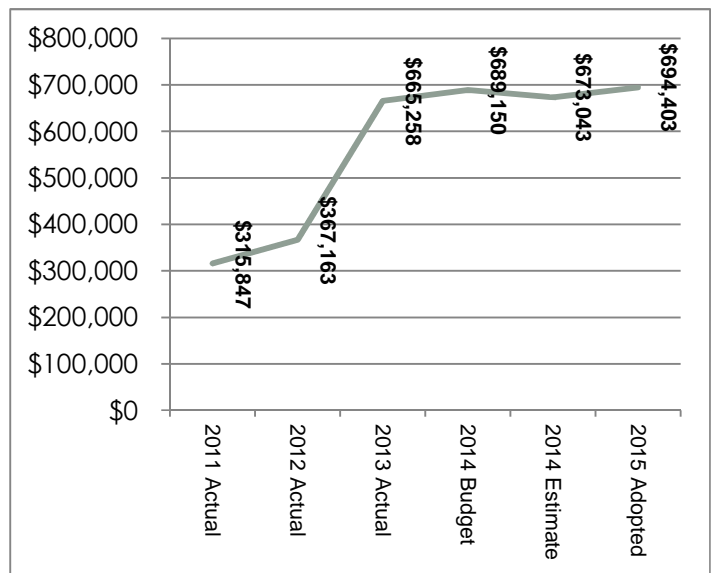
2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *Planning & Building Services*

#### *Division Description:*

The Planning & Building Services Division is responsible for administering various City Ordinances including the Zoning Ordinance, Architectural Review Ordinance, Historic Preservation Ordinance, and all Building Codes. This Division is also responsible for implementing various adopted plans and policies which regulate the many land uses and developments in the City. Planning & Building staff works with citizens and others to provide information, research, and analysis on existing and proposed development projects. Planning & Building staff also provides staff support to the members of the City Council, Plan Commission, Board of Appeals, and the Landmarks Commission.



	2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
<b>PLANNING &amp; BUILDING SERVICES</b>								
<b>LICENSES &amp; PERMITS</b>								
1675200 4151 HEATING	\$0	\$0	(\$9,689)	(\$7,755)	(\$7,000)	<b>(\$7,755)</b>	\$0	0.00%
1675200 4152 ELECTRICAL	\$0	\$0	(\$45,058)	(\$39,000)	(\$40,000)	<b>(\$40,000)</b>	(\$1,000)	2.56%
1675200 4153 PLUMBING	\$0	\$0	(\$31,295)	(\$25,960)	(\$26,000)	<b>(\$25,960)</b>	\$0	0.00%
1675200 4155 BUILDING	\$0	\$0	(\$76,657)	(\$60,000)	(\$60,000)	<b>(\$62,500)</b>	(\$2,500)	4.17%
1675200 417301 CERTAPPS	(\$1,370)	(\$970)	(\$1,640)	(\$2,040)	(\$2,000)	<b>(\$2,040)</b>	\$0	0.00%
1675200 417302 CONDUSEPMT	(\$1,650)	(\$2,550)	(\$5,775)	(\$3,025)	(\$2,200)	<b>(\$2,750)</b>	\$275	-9.09%
1675200 417303 SUBDPLAT	(\$360)	\$0	(\$1,635)	(\$1,700)	(\$1,000)	<b>(\$1,700)</b>	\$0	0.00%
1675200 417304 SITEPLAN	(\$4,000)	(\$4,700)	(\$6,900)	(\$5,000)	(\$4,000)	<b>(\$5,000)</b>	\$0	0.00%
1675200 417305 WIRELESS	(\$3,250)	(\$3,750)	(\$1,625)	(\$3,000)	(\$2,250)	<b>(\$2,500)</b>	\$500	-16.67%
1675200 417306 ZONMAPAMEN	(\$825)	(\$1,378)	(\$5,425)	(\$2,475)	(\$2,475)	<b>(\$2,475)</b>	\$0	0.00%
1675200 417307 BOARDAPP	(\$1,200)	(\$1,775)	(\$1,000)	(\$1,000)	(\$600)	<b>(\$1,000)</b>	\$0	0.00%
1675200 417308 VACA ROW	\$0	\$0	(\$75)	(\$75)	(\$300)	<b>(\$150)</b>	(\$75)	100.00%
1675200 4177 CHICKEN PERMIT	\$0	\$0	(\$455)	(\$350)	(\$350)	<b>(\$350)</b>	\$0	0.00%
<b>DEPARTMENTAL EARNING</b>								
1675200 4526 ZONCONFLTR	(\$505)	(\$1,050)	(\$280)	(\$700)	(\$400)	<b>(\$525)</b>	\$175	-25.00%
1675200 4527 CERTAPPROP	(\$1,020)	(\$2,025)	(\$1,550)	(\$1,500)	(\$1,400)	<b>(\$1,500)</b>	\$0	0.00%
1675200 4528 ARCHCERT	(\$3,550)	(\$6,625)	(\$5,800)	(\$4,000)	(\$4,400)	<b>(\$4,500)</b>	(\$500)	12.50%
1675200 4531 POSTAGE DV	(\$135)	(\$128)	(\$377)	(\$190)	(\$190)	<b>(\$190)</b>	\$0	0.00%
1675200 4599 OTHER		(\$200)	(\$400)	(\$200)	(\$200)	<b>(\$200)</b>	\$0	0.00%
TOTAL REVENUES	<b>(\$17,865)</b>	<b>(\$25,151)</b>	<b>(\$195,635)</b>	<b>(\$157,970)</b>	<b>(\$154,765)</b>	<b>(\$161,095)</b>	<b>(\$3,125)</b>	<b>1.98%</b>
<b>PERSONNEL SERVICES</b>								
1675200 5110 REG PERSNL	\$168,097	\$221,143	\$422,244	\$429,053	\$429,053	<b>\$444,109</b>	\$15,056	3.51%
1675200 5130 EXTRA PERS	\$12,807	\$0	\$88	\$0	\$0	<b>\$0</b>	\$0	0.00%
1675200 5174 VEHICLE ALL	\$4,675	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1675200 5191 WIS RETIRE	\$16,474	\$13,120	\$27,819	\$29,693	\$29,693	<b>\$30,199</b>	\$506	1.70%
1675200 5192 WORK COMP	\$19,644	\$19,692	\$18,732	\$23,701	\$23,701	<b>\$25,917</b>	\$2,216	9.35%
1675200 519301 SOC SEC	\$11,216	\$13,713	\$26,184	\$26,300	\$26,300	<b>\$27,536</b>	\$1,236	4.70%
1675200 519302 MEDICARE	\$2,623	\$3,207	\$6,124	\$6,152	\$6,152	<b>\$6,439</b>	\$287	4.67%
1675200 5194 HOSP INS	\$54,257	\$67,685	\$111,607	\$130,299	\$116,000	<b>\$116,325</b>	(\$13,974)	-10.72%
1675200 5195 LIFE INS	\$278	\$353	\$1,056	\$1,248	\$1,248	<b>\$1,278</b>	\$30	2.40%
1675200 5196 UNEMPLOYMENT	\$0	\$0	\$9,438	\$0	\$0	<b>\$0</b>	\$0	0.00%
<b>CONTRACTUAL SERVICE</b>								
1675200 5215 COMP/OFF M	\$53	(\$171)	\$0	\$100	\$100	<b>\$100</b>	\$0	0.00%
1675200 5223 SCHOOL/SEM	\$1,928	\$2,439	\$3,686	\$3,700	\$3,500	<b>\$3,700</b>	\$0	0.00%
1675200 5225 PROF DUES	\$7	\$700	\$885	\$1,065	\$1,200	<b>\$1,310</b>	\$245	23.00%
1675200 5231 NOTICES	\$0	\$0	\$764	\$500	\$600	<b>\$600</b>	\$100	20.00%
1675200 5232 DUPL/DRAFT	(\$1,712)	\$638	\$1,600	\$3,000	\$2,800	<b>\$2,800</b>	(\$200)	-6.67%
1675200 5240 CONT-PROF	\$0	\$0	\$350	\$400	\$300	<b>\$300</b>	(\$100)	-25.00%
1675200 524006 CONTRBART	\$14,500	\$14,500	\$14,500	\$14,496	\$14,496	<b>\$14,496</b>	\$0	0.00%
1675200 5244 OTHER FEES	\$40	\$0	\$43	\$100	\$0	<b>\$100</b>	\$0	0.00%
1675200 5248 ADV/MARKT	\$0	\$0	\$1,150	\$0	\$0	<b>\$0</b>	\$0	0.00%
1675200 5251 AUTO/TRAVL	\$295	\$466	\$8,134	\$8,100	\$8,000	<b>\$7,920</b>	(\$180)	-2.22%
1675200 5271 TEL-LOCAL	\$2,509	\$2,113	\$1,727	\$3,068	\$2,500	<b>\$3,219</b>	\$151	4.92%
<b>MATERIALS &amp; SUPPLIES</b>								
1675200 5331 POSTAGE	\$1,189	\$1,578	\$2,003	\$1,800	\$1,700	<b>\$1,680</b>	(\$120)	-6.67%
1675200 5332 OFFICE/COM	\$5,228	\$4,536	\$4,016	\$3,600	\$3,000	<b>\$3,600</b>	\$0	0.00%
1675200 5351 BOOKS/SUBS	\$1,739	\$1,452	\$1,169	\$1,575	\$1,500	<b>\$1,575</b>	\$0	0.00%
1675200 5347 UNIFORMS	\$0	\$0	\$1,942	\$1,200	\$1,200	<b>\$1,200</b>	\$0	0.00%
TOTAL EXPENDITURES	<b>\$315,847</b>	<b>\$367,163</b>	<b>\$665,258</b>	<b>\$689,150</b>	<b>\$673,043</b>	<b>\$694,403</b>	<b>\$5,253</b>	<b>0.76%</b>
NET TOTAL	<b>\$297,982</b>	<b>\$342,013</b>	<b>\$469,623</b>	<b>\$531,180</b>	<b>\$518,278</b>	<b>\$533,308</b>	<b>\$2,128</b>	<b>0.40%</b>

**BUDGET MODIFICATIONS:** No increases to license or permit fees for 2015.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
COMMUNITY DEVELOPMENT DIRECTOR	1.00	FT	Special Revenue Fund - CDBG	25%
			General Fund - Planning	75%
DIRECTOR OF PLANNING & BUILDING	1.00	FT	General Fund - Planning	100%
BUILDING OFFICIAL -LEAD INSPECTOR	1.00	FT	General Fund - Planning	100%
BUILDING OFFICIAL	1.00	FT	General Fund - Planning	100%
PLUMBING INSPECTOR	1.00	FT	General Fund - Planning	100%
PLANNER I	1.00	FT	General Fund - Planning	100%
ADMINISTRATIVE ASSISTANT I	1.00	FT	General Fund - Planning	100%
<b>PLANNING &amp; BUILDING SERVICES</b>	<b>7.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

PURPOSE STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:

5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.

	<u>PROGRAM</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Review planning and zoning applications.	# Annexation Petitions	0	1	1	1	1
		# Architectural Review Certificates	97	128	130	120	120
		# Certificate of Appropriateness	34	51	45	45	45
		# Certified Survey Maps	9	7	11	12	12

<u>PROGRAM</u>		<u>PERFORMANCE</u>					
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	
	# Conditional Use Permits	6	8	20	8	8	
	# Final Subdivision Plats	1	0	0	1	1	
	# Land Management Plans	0	0	1	1	1	
	# Planned Unit Developments	2	0	3	3	3	
	# Plats of Survey	1	1	5	5	5	
	# Preliminary Subdivision Plats	0	0	1	1	1	
	# Referrals from Public Bodies	6	7	16	10	10	
	# Sign Ordinance Exceptions	0	7	4	4	4	
	# Site Plan Reviews	18	21	25	20	20	
	# Street /Alley Vacations	0	0	1	4	4	
	# Variances / Appeals	5	7	5	3	3	
	# Zoning Map Amendments	6	5	17	9	9	
	# Zoning Text Amendments	2	2	2	5	5	
	# Building Permits	1,030	1,156	990	1,000	1,000	
	Valuation of Building Permits	\$41,885,168	\$17,929,144	\$46,426,758	\$30,000,000	\$30,000,000	
	# Building inspections	551	542	3,901	4,000	4,000	
<u>2014 Strategic Goal(s)</u> <u>Report:</u>	Ensure that the Comprehensive Plan reflects the goals and objectives of the City of Beloit.	Comprehensive Plan Analysis in Staff Reports	71	95	81	80	80
		Comprehensive Plan Amendments	0	1	10	5	5

<u>PROGRAM</u>		<u>PERFORMANCE</u>				
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
Promote and protect public health, safety, morals, comfort, convenience, and welfare of existing and future residents of the City through land use planning and regulation.	Review of Planning & Zoning Applications	188	246	281	250	250

## 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.



## DEPARTMENT COMMUNITY DEVELOPMENT

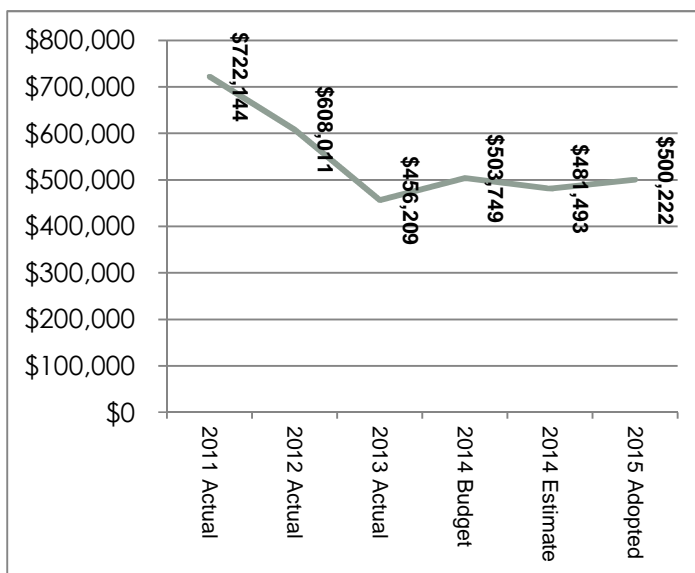
2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

### *Community and Housing*

#### *Services Description:*

The Community and Housing Services Division is responsible for code enforcement, fair housing, and administration of the City’s community development grant programs. The Division enforces the City’s property maintenance code and the fair housing code, issues rental permits, and performs systematic interior inspections. The Division also administers the Neighborhood Stabilization Program, which purchases foreclosed houses for rehabilitation or demolition. The Division also administers a housing loan program and lead hazard reduction grant program for low and moderate income families who need to make improvements to their homes. Other grants administered by this Division are CDBG and HOME.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
COMMUNITY & HOUSING SERVICES										
LICENSES & PERMITS										
1675357	4151	HEATING	(\$8,264)	(\$8,719)	\$0	\$0	\$0	\$0	\$0	0.00%
1675357	4152	ELECTRICAL	(\$27,797)	(\$40,907)	(\$2,792)	\$0	\$0	\$0	\$0	0.00%
1675357	4153	PLUMBING	(\$19,283)	(\$20,225)	\$0	\$0	\$0	\$0	\$0	0.00%
1675357	4155	BUILDING	(\$62,135)	(\$73,685)	(\$50)	\$0	\$0	\$0	\$0	0.00%
1675357	4176	RENTAL DWELLING PE	\$0	\$0	(\$149,360)	(\$150,500)	(\$130,000)	(\$145,000)	\$5,500	-3.65%
CASH & PROPERTY										
1675357	4434	WEEDS SA	(\$66,822)	(\$11,294)	(\$29,350)	(\$30,000)	(\$30,000)	(\$30,000)	\$0	0.00%
DEPARTMENTAL EARNING										
1675357	4503	RE-INSPECTION	\$0	(\$4,922)	\$0	(\$11,875)	(\$5,000)	(\$8,000)	\$3,875	0.00%
		TOTAL REVENUES	(\$184,299)	(\$159,752)	(\$181,552)	(\$192,375)	(\$165,000)	(\$183,000)	\$9,375	-4.87%
PERSONNEL SERVICES										
1675357	5110	REG PERSONL	\$404,754	\$337,631	\$223,992	\$232,603	\$232,603	\$245,197	\$12,594	5.41%
1675357	5120	PT PERSONL	\$222	\$24,489	\$23,479	\$21,105	\$21,105	\$21,181	\$76	0.36%
1675357	5150	OVERTIME	\$0	\$67	\$45	\$0	\$0	\$0	\$0	0.00%
1675357	5191	WIS RETIRE	\$40,198	\$18,791	\$15,669	\$17,556	\$17,556	\$18,114	\$558	3.18%
1675357	519301	SOC SEC	\$24,918	\$19,646	\$14,543	\$15,490	\$15,490	\$16,428	\$938	6.06%
1675357	519302	MEDICARE	\$5,828	\$4,594	\$3,401	\$3,621	\$3,621	\$3,843	\$222	6.13%
1675357	5194	HOSP INS	\$101,806	\$92,342	\$88,586	\$93,524	\$93,524	\$97,040	\$3,516	3.76%
1675357	5195	LIFE INS	\$1,048	\$1,148	\$863	\$1,173	\$1,173	\$1,075	(\$98)	-8.35%
1675357	5196	UNEMPLOYMENT	\$619	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
CONTRACTUAL SERVICE										
1675357	5215	COMP/OFF M	\$636	\$694	\$0	\$700	\$300	\$300	(\$400)	-57.14%
1675357	5223	SCHOOL/SEM	\$5,461	\$525	\$5,333	\$5,004	\$3,000	\$3,000	(\$2,004)	-40.05%
1675357	5225	PROF DUES	\$320	\$500	\$0	\$300	\$300	\$300	\$0	0.00%
1675357	5231	NOTICES	\$776	\$588	\$396	\$600	\$600	\$600	\$0	0.00%
1675357	5232	DUPL/DRAFT	\$2,942	\$1,694	\$3,528	\$3,504	\$4,500	\$4,500	\$996	28.42%
1675357	5240	CONT-PROF	\$95,343	\$69,051	\$40,537	\$70,050	\$50,000	\$51,030	(\$19,020)	-27.15%
1675357	5241	CONT-LABOR	\$1,245	\$4,260	\$4,950	\$7,680	\$7,680	\$7,680	\$0	0.00%
1675357	5244	OTHER FEES	\$965	\$1,090	\$974	\$1,440	\$500	\$1,440	\$0	0.00%
1675357	5248	ADV/MARKT	\$76	\$0	\$102	\$500	\$0	\$150	(\$350)	-70.00%
1675357	5251	AUTO/TRAVL	\$21,971	\$16,660	\$10,511	\$13,008	\$13,000	\$13,008	\$0	0.00%
1675357	5271	TEL-LOCAL	\$6,799	\$5,912	\$4,808	\$4,187	\$4,187	\$3,978	(\$209)	-4.99%
MATERIALS & SUPPLIES										
1675357	5331	POSTAGE	\$3,283	\$3,164	\$3,890	\$4,200	\$5,000	\$5,004	\$804	19.14%
1675357	5332	OFFICE/COM	\$2,880	\$4,965	\$8,054	\$6,004	\$6,004	\$5,004	(\$1,000)	-16.66%
1675357	5347	UNIFORMS	\$0	\$0	\$2,368	\$1,200	\$1,200	\$1,200	\$0	0.00%
1675357	5351	BOOKS/SUBS	\$54	\$199	\$179	\$300	\$150	\$150	(\$150)	-50.00%
		TOTAL EXPENDITURES	\$722,144	\$608,011	\$456,209	\$503,749	\$481,493	\$500,222	(\$3,527)	-0.70%
		NET TOTAL	\$537,844	\$448,259	\$274,658	\$311,374	\$316,493	\$317,222	\$5,848	1.88%

**BUDGET MODIFICATIONS:** Property contract maintenance costs have come down.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DIRECTOR OF COMMUNITY & HOUSING SERVICES	1.00	FT	Special Revenue Fund - CDBG	45%
			General Fund - Community & Housing Services	55%
ADMINISTRATIVE ASSISTANT I	1.00	FT	General Fund - Community & Housing Services	100%
INSPECTION OFFICIAL PT	0.50	PT	General Fund - Community & Housing Services	84%
			Special Revenue Fund - CDBG	16%
HOUSING REHAB CONSTRUCTION SPECIALIST	1.00	FT	Special Revenue Fund - CDBG	100%
HOUSING REHAB FINANCIAL SPECIALIST	1.00	FT	Special Revenue Fund - CDBG	100%
INSPECTION OFFICIAL	1.00	FT	General Fund - Community & Housing Services	50%
			Special Revenue Fund - CDBG	50%
INSPECTION OFFICIAL - LEAD	1.00	FT	General Fund - Community & Housing Services	25%
			Special Revenue Fund - CDBG	75%
INSPECTION OFFICIAL	1.00	FT	General Fund - Community & Housing Services	95%
			Special Revenue Fund - CDBG	5%
INSPECTION OFFICIAL	1.00	FT	General Fund - Community & Housing Services	60%
			Special Revenue Fund - CDBG	40%
INSPECTION OFFICIAL - FIRE	1.00	FT	General Fund - Community & Housing Services	64%
			General Fund - Fire Inspection & Prevention	34%
COMMUNITY & HOUSING SERVICES	9.50			2% CDBG

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.

<u>PROGRAM OBJECTIVES:</u>		<u>PERFORMANCE INDICATORS:</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>
<u>Efficiency &amp; Effectiveness:</u>	1. Improve and maintain existing properties in the City of Beloit.	# of rental inspections completed	1,187	4,905	3,704	3,500	3,500
		# of property maintenance (exterior) code inspections completed	6,902	5,033	5,166	5,000	5,000
		# of notices of violation issued	1,763	4,361	5,427	5,000	5,000
		# of citations issued	457	482	335	350	350
		# of properties acquired under the NSP program for rehabilitation	1	6	1	2	2
		# of NSP properties sold	0	1	7	2	2
		Average cost of rehabilitation work in the NSP program	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
		Average sale of property in the NSP program	NA	Lot \$500 1-House \$58,000	Lot \$500 1-House \$58,000	Lot \$500 1-House \$58,000	Lot \$500 1-House \$58,000
		# housing rehab loans	17	23	10	20	20
		# lead grants	21	44	1	20	20
		# properties acquired through Rock County tax foreclosure	9	5	8	5	5
		# tax foreclosure houses rehabbed and resold	2 – rehab 0 – sold	0	0	1	1
		# tax foreclosure houses demolished	7	4	7	3	3

<u>PROGRAM</u>		<u>PERFORMANCE</u>					
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>	
	# fair housing complaints	7	2	2	5	5	
<u>2014 Strategic Goal(s) Report:</u>	Systematically inspect residential properties City-wide.	# of rental inspections completed	1,187	4,905	3,704	3,500	3,500
	Administer the Neighborhood Stabilization Program to meet program goals set by the state and federal governments.	# of properties acquired under the NSP program for rehabilitation	1	6	1	2	2
		# of NSP houses sold	0	1	7	2	2
		Average cost of rehabilitation work in the NSP program	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
		Average sale of property in the NSP program	NA	Lot \$500 1-House \$58,000	Lot \$500 1-House \$58,000	Lot \$500 1-House \$58,000	Lot \$500 1-House \$58,000

## 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.



# DEPARTMENT OF PUBLIC WORKS

2014 CITY OF БЕЛОIT OPERATING BUDGET

*Vision Statement: To strive for customer satisfaction, asset preservation, and quality of life for the community, by our dedication to public services, and commitment to excellence.*

*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.*

**General Fund**

**Divisions & Programs:**     *Engineering, Operations Administration, Central Stores, Streets/Grounds Maintenance, Snow Removal & Ice Control Park Operations, Recreation Operations, Krueger pool Edwards Pavilion & Ice Arena, Rotary River Center Grinnell Senior Center, Big Hill Center*

**The Following Fund Pages Are In Their Indicated Budget Section**

**Special Revenue Funds:**             *MPO Traffic Engineering  
Park Impact Fees  
Solid Waste Collection*

**Enterprise Funds:**                 *Krueger –Haskell Golf Course  
Cemeteries  
Water Pollution Control Facility  
Water Utility  
Storm Water Utility  
Transit*

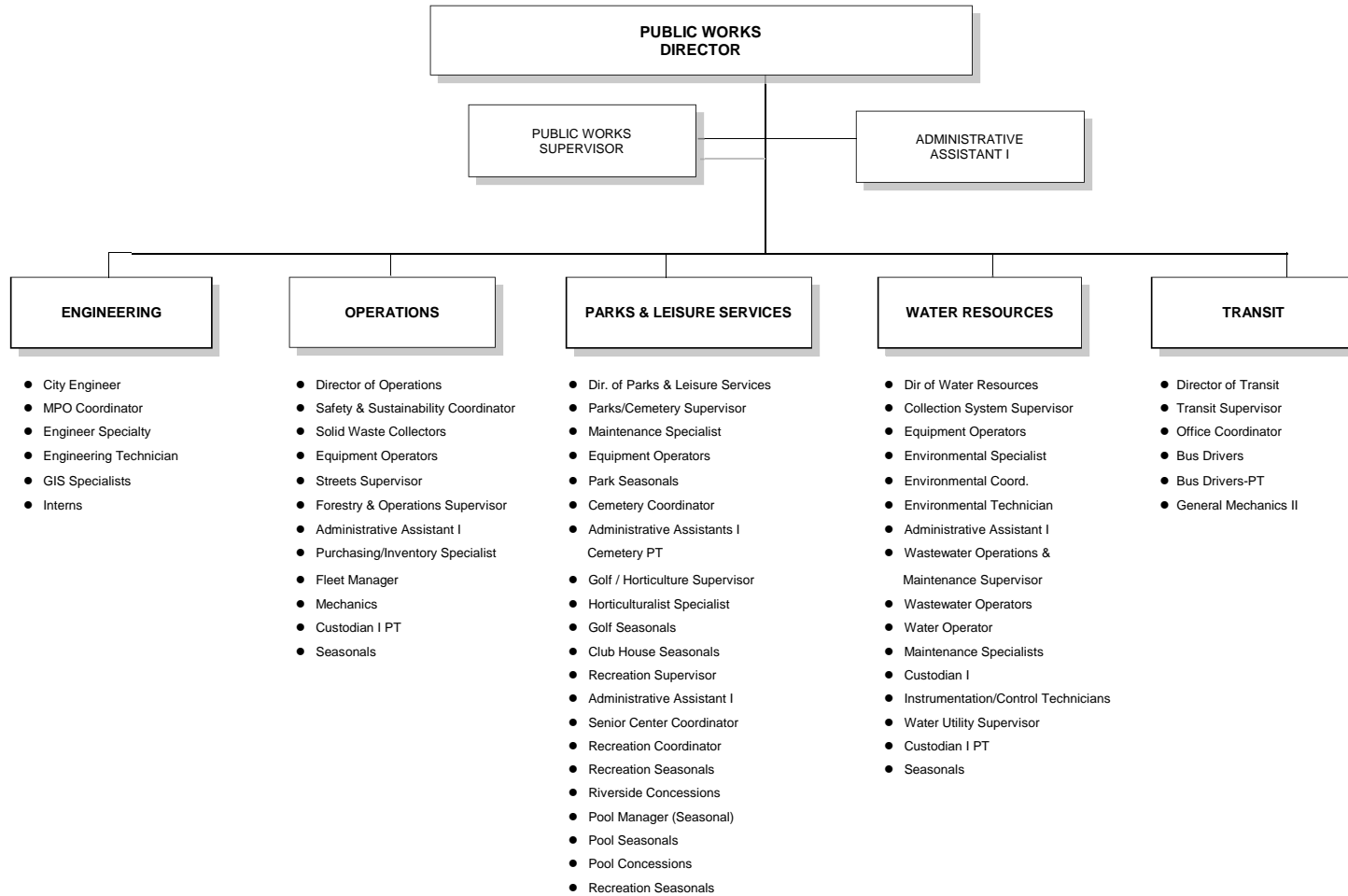
**CIP Funds:**                             *CIP Engineering*

**Internal Service Funds:**            *Fleet Maintenance*

## ***BUDGET SUMMARY EXPENDITURES***

	2011 Actual	2012 Actual	2013 Actual	2014 Adopted	2014 Estimate	2015 Adopted
General Fund	\$5,631,448	\$5,456,986	\$6,149,837	\$6,048,087	\$6,284,059	\$6,101,539
Special Revenue	\$2,591,927	\$2,520,603	\$2,733,631	\$2,851,220	\$2,722,553	\$2,810,318
CIP Engineering	\$695,810	\$574,055	\$506,782	\$582,840	\$566,139	\$529,000
Internal Service	\$1,286,303	\$1,453,573	\$1,400,278	\$1,456,755	\$1,420,206	\$1,465,477
Enterprise Funds	\$17,131,721	\$17,662,150	\$19,280,803	\$17,177,446	\$16,338,663	\$17,161,914
<b>Grand Total</b>	<b>\$27,337,208</b>	<b>\$27,667,367</b>	<b>\$30,071,331</b>	<b>\$28,116,348</b>	<b>\$27,331,620</b>	<b>\$28,068,248</b>

**CITY OF BELOIT, WISCONSIN  
DEPARTMENT OF PUBLIC WORKS  
ORGANIZATIONAL CHART  
2015**



## 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.

---

**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.

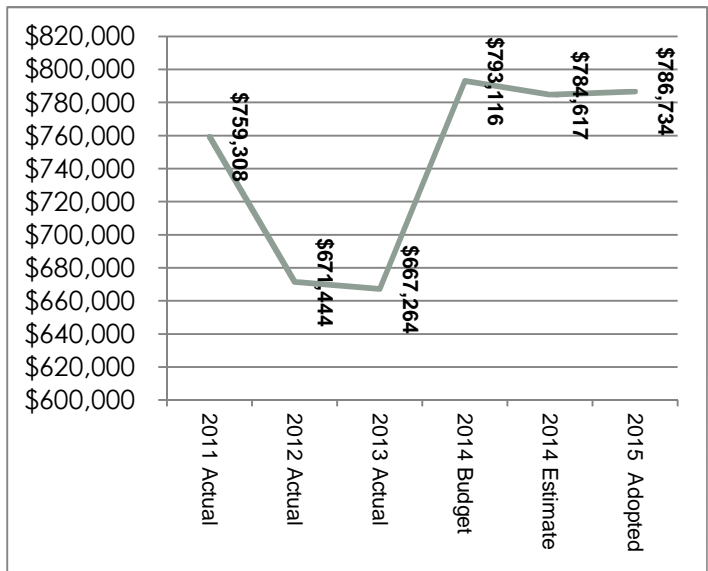
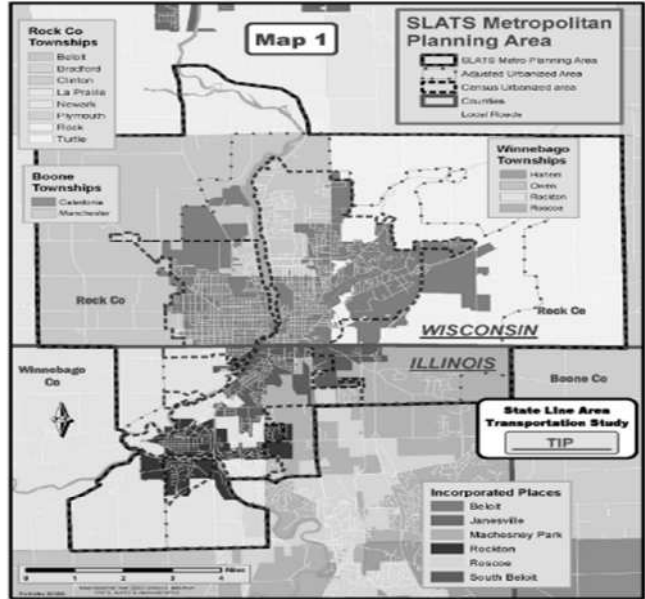
# DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

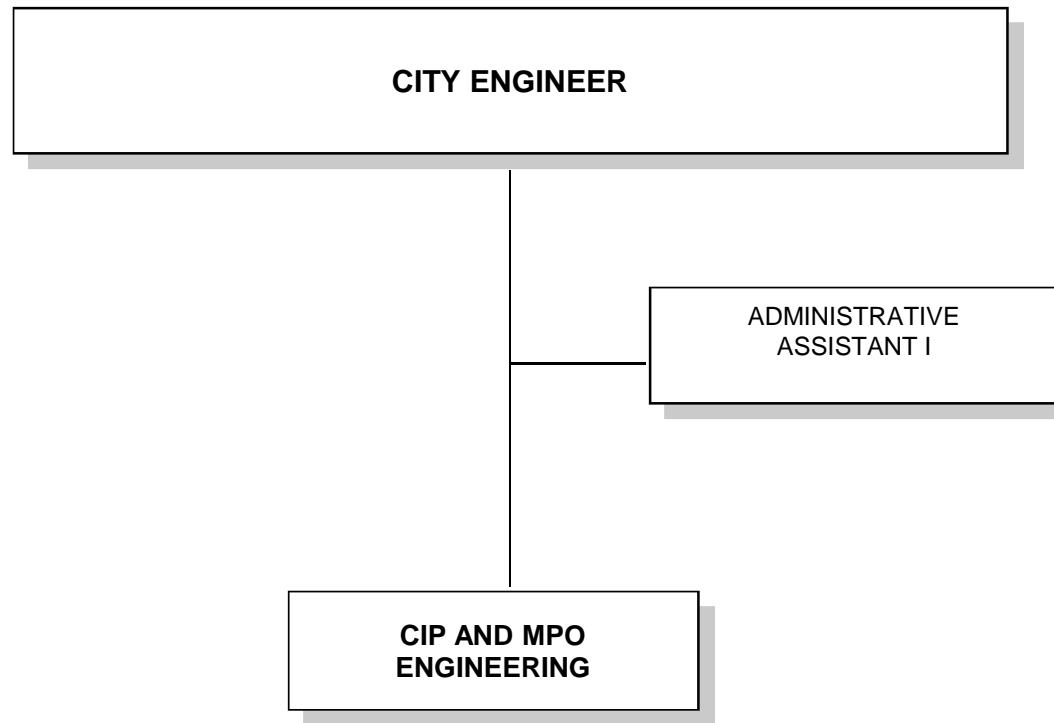
## General Fund –

### Engineering Description:

The Engineering Division services and provides technical support to other governmental entities and the general public that improve public safety, health, welfare and the quality of life. The Engineering Division provides electrical maintenance, repairs and provides emergency service to the City’s traffic and street lighting systems. The Engineering Division provides environmental services and gives advice and makes recommendations on environmental issues impacting the City.



**CITY OF BELOIT, WISCONSIN  
DEPARTMENT OF PUBLIC WORKS  
ENGINEERING DIVISION  
ORGANIZATIONAL CHART  
2015**



- MPO Coordinator
- Engineers- Specialty
- Engineering Technicians
- GIS Specialists
- Interns

			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
ENGINEERING										
DEPARTMENTAL EARNING										
1707100	4506	COPY FEES	(\$1,982)	(\$1,449)	(\$2,104)	(\$1,500)	(\$1,000)	<b>(\$1,000)</b>	\$500	-33.33%
1707100	4532	WEIGHTS	(\$10,461)	(\$8,977)	(\$10,912)	(\$12,000)	(\$11,000)	<b>(\$11,500)</b>	\$500	-4.17%
1707100	4580	ORD/MAPS	(\$14)	(\$43)	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
		TOTAL REVENUES	<b>(\$12,457)</b>	<b>(\$10,469)</b>	<b>(\$13,017)</b>	<b>(\$13,500)</b>	<b>(\$12,000)</b>	<b>(\$12,500)</b>	\$1,000	-7.41%
PERSONNEL SERVICES										
1707100	5110	REG PERSNL	\$156,222	\$134,648	\$126,302	\$173,561	\$173,561	<b>\$174,685</b>	\$1,124	0.65%
1707100	5150	OVERTIME	\$1,027	\$0	\$1,407	\$1,800	\$1,000	<b>\$1,000</b>	(\$800)	-44.44%
1707100	5174	VEHICLE ALL	\$1,275	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707100	5191	WIS RETIRE	\$16,001	\$7,739	\$8,623	\$12,137	\$12,137	<b>\$11,946</b>	(\$191)	-1.57%
1707100	5192	WORK COMP	\$6,264	\$5,568	\$5,100	\$4,701	\$4,701	<b>\$6,835</b>	\$2,134	45.39%
1707100	519301	SOC SEC	\$10,558	\$8,190	\$7,929	\$10,417	\$10,417	<b>\$10,656</b>	\$239	2.29%
1707100	519302	MEDICARE	\$2,469	\$1,915	\$1,854	\$2,483	\$2,483	<b>\$2,531</b>	\$48	1.93%
1707100	5194	HOSP INS	\$53,066	\$46,437	\$41,533	\$52,750	\$52,750	<b>\$50,652</b>	(\$2,098)	-3.98%
1707100	5195	LIFE INS	\$438	\$423	\$361	\$447	\$447	<b>\$671</b>	\$224	50.11%
CONTRACTUAL SERVICE										
1707100	5214	OTH EQ MAI	\$0	\$655	\$662	\$1,500	\$1,500	<b>\$1,500</b>	\$0	0.00%
1707100	5215	COMP/OFF M	\$0	\$655	\$0	\$1,100	\$1,100	<b>\$1,100</b>	\$0	0.00%
1707100	5223	SCHOOL/SEM	\$2,394	\$868	\$3,833	\$9,200	\$9,200	<b>\$8,000</b>	(\$1,200)	-13.04%
1707100	5225	PROF DUES	\$1,606	\$1,356	\$1,918	\$1,835	\$1,835	<b>\$1,835</b>	\$0	0.00%
1707100	5232	DUPL/DRAFT	\$3,158	\$2,530	\$652	\$4,700	\$4,700	<b>\$4,700</b>	\$0	0.00%
1707100	5240	CONT-PROF	\$88,633	\$89,590	\$127,250	\$125,000	\$125,000	<b>\$139,500</b>	\$14,500	11.60%
1707100	5244	OTHER FEES	\$0	\$0	\$0	\$750	\$0	<b>\$750</b>	\$0	0.00%
1707100	5251	AUTO/TRAVL	\$76	\$109	\$1,094	\$500	\$500	<b>\$500</b>	\$0	0.00%
1707100	5271	TEL-LOCAL	\$8,453	\$6,840	\$5,623	\$6,535	\$6,535	<b>\$6,173</b>	(\$362)	-5.54%
MATERIALS & SUPPLIES										
1707100	5321	ELECTRICITY	\$383,570	\$333,086	\$309,030	\$350,000	\$312,000	<b>\$330,000</b>	(\$20,000)	-5.71%
1707100	5331	POSTAGE	\$147	\$382	\$1,616	\$1,400	\$1,400	<b>\$1,400</b>	\$0	0.00%
1707100	5332	OFFICE/COM	\$2,102	\$1,304	\$4,047	\$2,700	\$2,700	<b>\$2,700</b>	\$0	0.00%
1707100	5343	GENL COMM	\$2,461	\$2,015	\$893	\$600	\$600	<b>\$600</b>	\$0	0.00%
1707100	5345	MAINT MATL	\$18,335	\$26,448	\$17,195	\$28,500	\$59,751	<b>\$28,500</b>	\$0	0.00%
1707100	5351	BOOKS/SUBS	\$900	\$549	\$339	\$500	\$300	<b>\$500</b>	\$0	0.00%
1707100	553201	SPRGSTART	\$155	\$137	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
		TOTAL EXPENDITURES	<b>\$759,308</b>	<b>\$671,444</b>	<b>\$667,264</b>	<b>\$793,116</b>	<b>\$784,617</b>	<b>\$786,734</b>	(\$6,382)	-0.80%
		<b>NET TOTAL</b>	<b>\$746,850</b>	<b>\$660,975</b>	<b>\$654,247</b>	<b>\$779,616</b>	<b>\$772,617</b>	<b>\$774,234</b>	<b>(\$5,382)</b>	<b>-0.69%</b>

**BUDGET MODIFICATIONS:** Electricity costs have been reduced to reflect actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
PUBLIC WORKS DIRECTOR	1.00	FT	Enterprise Fund - Wastewater	30%
			Enterprise Fund - Water Utility	20%
			Special Revenue Fund - Solid Waste	10%
			General Fund - Engineering	30%
			Enterprise Fund - Storm Water	10%
CITY ENGINEER	1.00	FT	General Fund - Engineering	30%
			CIP Fund - Engineering	50%
			Enterprise Fund - Storm Water Utility	10%
			Special Revenue Fund MPO Traffic Engineering	5%
			Enterprise Fund - Water Utility	5%
ENGINEER - SPECIALTY	1.00	FT	General Fund - Engineering	35%
			CIP Fund - Engineering	50%
			Enterprise Fund - Water Utility	15%
ENGINEER - SPECIALTY	1.00	FT	General Fund - Engineering	15%
			Special Revenue Fund MPO Traffic Engineering	15%
			CIP Fund - Engineering	70%
ENGINEERING TECHNICIAN	2.00	FT	General Fund - Engineering	15%
			CIP Fund - Engineering	35%
			Enterprise Fund - Wastewater	50%
ADMINISTRATIVE ASSISTANT I	1.00	FT	Special Revenue Fund MPO Traffic Engineering	5%
			General Fund - Engineering	55%
			Enterprise Fund - Storm Water Utility	10%
			CIP Fund - Engineering	30%
ENGINEER - SPECIALTY	1.00	FT	Housing Services & Code Enforcement	20%
			CIP Fund - Engineering	80%
GIS SPECIALIST	1.00	FT	Enterprise Fund - Water Utility	50%
			Enterprise Fund - Wastewater	50%
GIS SPECIALIST	1.00	FT	CIP Fund - Engineering	20%
			Enterprise Fund - Water Utility	15%
			Enterprise Fund - Wastewater	20%
			General Fund - Engineering	40%
Special Revenue Fund MPO Traffic Engineering				5%
INTERN COLLEGE	0.50		CIP Fund - Engineering	100%
<b>ENGINEERING</b>	<b>10.50</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION GOAL STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

4. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and successful new development.

	<u>DIVISION</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>  <u>Actual</u>	<u>2012</u>  <u>Actual</u>	<u>2013</u>  <u>Actual</u>	<u>2014</u>  <u>Target</u>	<u>2015</u>  <u>Target</u>
<b>Workload:</b>	1. Design of infrastructure improvements with cost effective and efficient methods using sound engineering principles.	# of projects designed in-house.	17	20	14	15	12
		# of projects contracted out	5	2	2	2	2
	2. Perform traffic signal maintenance.	# Signal Maintenance performed.	42	42	42	42	42
	3. Perform Semiannual Maintenance inspections of controller systems.	# of inspections performed on control systems	42	42	42	42	42
	4. Review development plans and specifications for compliance with city standards and ordinances.	# of plans reviewed.	18	21	25	20	20
<b>Efficiency &amp; Effectiveness:</b>	5. Repair traffic and street lights in a timely manner.	% of traffic control and street light problems corrected within seven days of notification.	100	99	99	100	100
	6. Design of infrastructure improvements with cost effective and efficient methods using sound engineering principles.	% of projects completed within budget	98	98	95	100	100



<u>DIVISION</u>		<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>		<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	7. Use a pavement management system to assist in infrastructure improvement.	Maintain Current Average of Street Rating at 5.8	5.4	5.5	5.3	5.3	5.3
		# of traffic Review Committee meetings	12	12	4	12	12
		% of Cadastral Mapping updated	100	100	100	100	100
<b>2014 Strategic Goal(s)</b> <b>Report:</b>	To provide engineering services and technical support to other governmental agencies and the general public that improves public welfare and the quality of life.	Maintain City Works Software and assist existing and new users as needed	Yes	Yes	Yes	Yes	Yes

## 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.

***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.

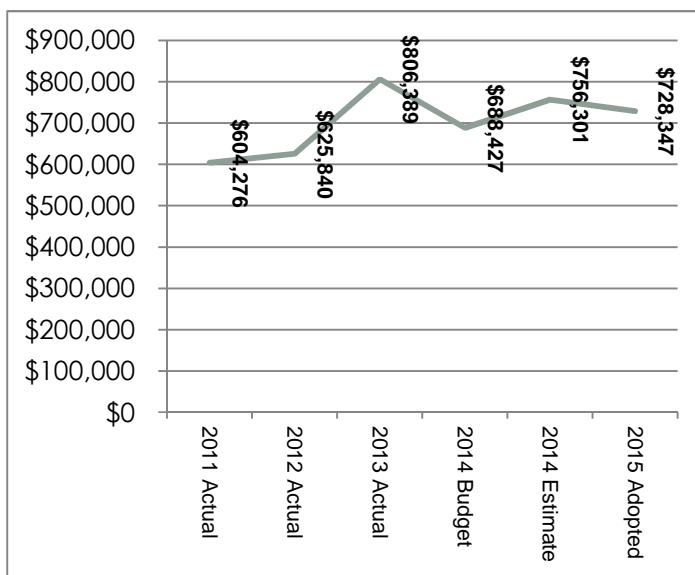
## DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

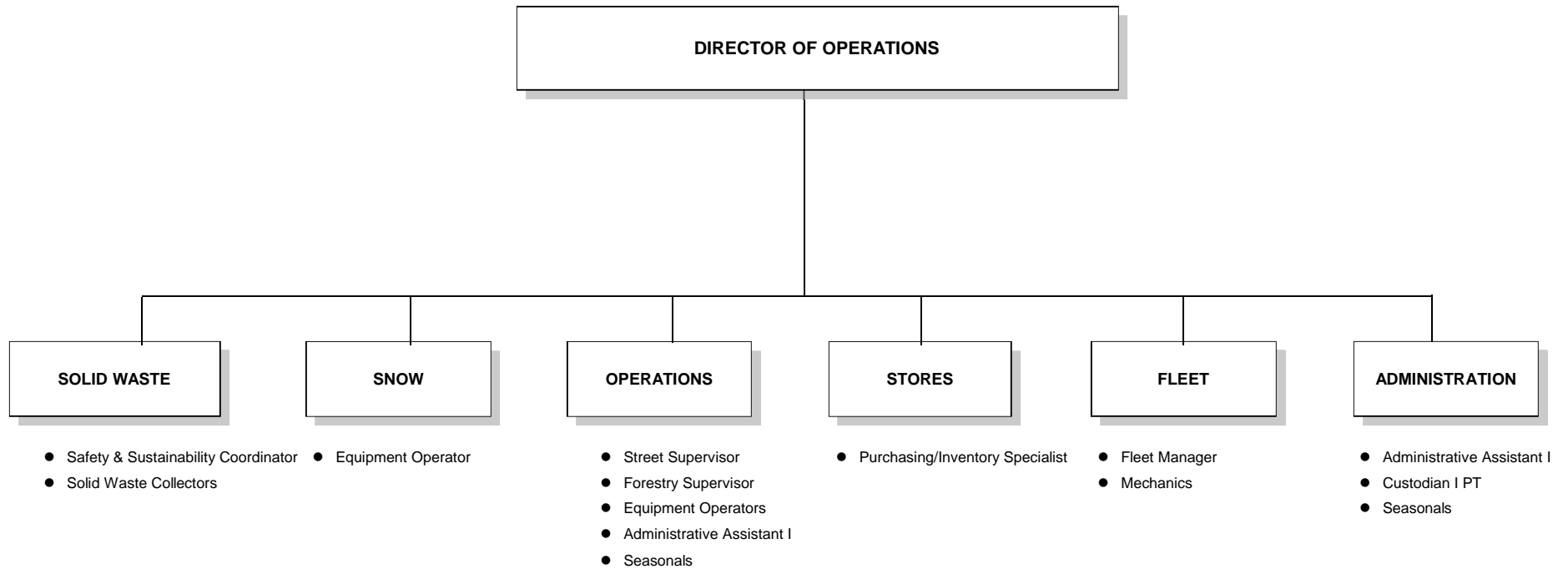
### *General Fund –*

#### ***DPW Operations Description:***

Administration - Provides administrative support to the Operations Division and facility for improved efficiency and cost effectiveness.



**CITY OF БЕЛОIT, WISCONSIN  
DEPARTMENT OF PUBLIC WORKS  
OPERATIONS DIVISION  
ORGANIZATIONAL CHART  
2015**



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
ADMINISTRATION STREETS										
DEPARTMENTAL EARNING										
1707259	456709	STREETSCRIP	(\$1,459)	(\$1,721)	(\$1,612)	(\$1,000)	(\$12,000)	(\$1,250)	(\$250)	25.00%
1707259	4632	RESPONSE RECOVERY	\$0	(\$5,913)	(\$384)	\$0	\$0	\$0	\$0	0.00%
		TOTAL REVENUES	(\$1,459)	(\$7,634)	(\$1,996)	(\$1,000)	(\$12,000)	(\$1,250)	(\$250)	25.00%
PERSONNEL SERVICES										
1707259	5110	REG PERSNL	\$178,002	\$157,293	\$204,163	\$186,834	\$186,834	\$190,847	\$4,013	2.15%
1707259	5113	ONCALL	\$14,560	\$14,784	\$14,168	\$14,560	\$14,560	\$14,560	\$0	0.00%
1707259	5120	PT PERSONL	\$14,254	\$14,634	\$16,026	\$15,529	\$15,529	\$15,506	(\$23)	-0.15%
1707259	5130	EXTRA PERS	\$29,364	\$82,065	\$64,911	\$64,000	\$80,000	\$76,400	\$12,400	19.38%
1707259	5150	OVERTIME	\$2,978	\$891	\$2,847	\$2,245	\$2,245	\$2,245	\$0	0.00%
1707259	5174	VEHICLE ALL	\$638	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707259	5191	WIS RETIRE	\$21,078	\$11,292	\$16,307	\$15,179	\$15,179	\$15,178	(\$1)	-0.01%
1707259	5192	WORK COMP	\$41,304	\$21,588	\$24,024	\$41,261	\$41,261	\$44,349	\$3,088	7.48%
1707259	519301	SOC SEC	\$14,719	\$16,699	\$18,577	\$17,232	\$17,232	\$18,334	\$1,102	6.40%
1707259	519302	MEDICARE	\$3,442	\$3,906	\$4,344	\$4,032	\$4,032	\$4,287	\$255	6.32%
1707259	5194	HOSP INS	\$60,863	\$69,343	\$87,477	\$81,631	\$81,631	\$81,631	\$0	0.00%
1707259	5195	LIFE INS	\$696	\$619	\$753	\$737	\$737	\$785	\$48	6.51%
1707259	5196	UNEMPLOYMENT	\$8,175	\$11,392	\$7,218	\$10,000	\$10,000	\$10,000	\$0	0.00%
CONTRACTUAL SERVICE										
1707259	5211	VEH. OPER	\$29,174	\$25,978	\$29,330	\$28,671	\$26,345	\$31,104	\$2,433	8.49%
1707259	5215	COMP/OFF M	\$387	\$8,563	\$500	\$1,250	\$1,250	\$1,250	\$0	0.00%
1707259	5223	SCHOOL/SEM	\$5,745	\$14,167	\$12,358	\$9,600	\$11,000	\$10,400	\$800	8.33%
1707259	5225	PROF DUES	\$721	\$370	\$928	\$765	\$765	\$765	\$0	0.00%
1707259	5231	NOTICES	\$25	\$363	\$0	\$300	\$300	\$300	\$0	0.00%
1707259	5232	DUPL/DRAFT	\$93	\$70	\$113	\$500	\$500	\$500	\$0	0.00%
1707259	5240	CONT-PROF	\$0	\$1,414	\$1,283	\$0	\$1,215	\$1,215	\$1,215	0.00%
1707259	5241	CONT-LABOR	\$24,953	\$16,216	\$28,029	\$21,450	\$21,000	\$23,230	\$1,780	8.30%
1707259	5244	OTHER FEES	\$1,733	\$600	\$842	\$820	\$850	\$900	\$80	9.76%
1707259	5245	BAD DEBT	\$1,602	\$339	\$320	\$0	\$102	\$0	\$0	0.00%
1707259	5248	ADV/MARKT	\$959	\$0	\$225	\$0	\$0	\$0	\$0	0.00%
1707259	5251	AUTO/TRAVL	\$0	\$33	\$31	\$0	\$0	\$0	\$0	0.00%
1707259	5255	PHYSICALS	\$5,238	\$8,685	\$10,956	\$5,750	\$6,500	\$6,485	\$735	12.78%
1707259	5261	STRUCT MAI	\$10,761	\$8,384	\$5,494	\$11,000	\$11,000	\$11,000	\$0	0.00%
1707259	5262	PAINT/CLEN	\$1,456	\$742	\$461	\$750	\$750	\$750	\$0	0.00%
1707259	5263	ELECTRICAL	\$1,498	\$1,307	\$4,767	\$4,400	\$20,000	\$4,400	\$0	0.00%
1707259	5265	HEATING	\$10,961	\$5,075	\$4,623	\$6,000	\$13,000	\$10,000	\$4,000	66.67%
1707259	5271	TEL-LOCAL	\$16,605	\$15,111	\$13,352	\$14,754	\$14,754	\$14,436	(\$318)	-2.16%
1707259	5274	RADIO/COMM	\$0	\$4,492	\$2,130	\$4,492	\$1,000	\$4,490	(\$2)	-0.04%
MATERIALS & SUPPLIES										
1707259	5321	ELECTRICITY	\$34,783	\$34,502	\$64,106	\$42,700	\$43,095	\$44,460	\$1,760	4.12%
1707259	5322	GAS/HEAT	\$34,362	\$28,194	\$46,009	\$30,000	\$63,455	\$36,195	\$6,195	20.65%
1707259	5323	WATER	\$2,503	\$2,965	\$2,783	\$2,400	\$2,400	\$2,400	\$0	0.00%
1707259	5324	SEWER CHG	\$2,646	\$3,257	\$2,636	\$3,000	\$3,000	\$3,000	\$0	0.00%
1707259	5325	STORMWATER	\$6,174	\$6,168	\$6,290	\$6,175	\$6,175	\$6,175	\$0	0.00%
1707259	5331	POSTAGE	\$77	\$60	\$177	\$225	\$150	\$225	\$0	0.00%
1707259	5332	OFFICE/COM	\$2,902	\$2,680	\$2,972	\$3,000	\$3,000	\$3,000	\$0	0.00%
1707259	5342	MEDICAL SP	\$785	\$280	\$82	\$360	\$150	\$300	(\$60)	-16.67%
1707259	5343	GENL COMM	\$11,003	\$20,190	\$15,992	\$25,700	\$24,000	\$24,650	(\$1,050)	-4.09%
1707259	5347	UNIFORMS	\$5,710	\$6,953	\$5,866	\$8,550	\$8,550	\$8,550	\$0	0.00%
1707259	5351	BOOKS/SUBS	\$169	\$25	\$0	\$320	\$500	\$320	\$0	0.00%
FIXED EXPENSES										
1707259	5412	RENT/EQUIP	\$1,179	\$4,151	\$3,419	\$2,255	\$2,255	\$3,725	\$1,470	65.19%
CAPITAL OUTLAY										
1707259	5533	OTHER EQUIP	\$0	\$0	\$41,496	\$0	\$0	\$0	\$0	0.00%
		TOTAL EXPENDITURES	\$604,276	\$625,840	\$806,389	\$688,427	\$756,301	\$728,347	\$39,920	5.80%
		NET TOTAL	\$602,817	\$618,206	\$804,393	\$687,427	\$744,301	\$727,097	\$39,670	5.77%

BUDGET MODIFICATIONS: Added additional hours for the long term seasonals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DIRECTOR OF OPERATIONS	1.00	FT	Special Revenue Fund - Solid Waste	40%
			Internal Service Fund - Fleet Operations & Maintenance	27%
			Enterprise Fund - Storm Water Utility	5%
			General Fund - DPW Operations	28%
STREETS SUPERVISOR	1.00	FT	Enterprise Fund - Storm Water Utility	20%
			Enterprise Fund - Wastewater	20%
			General Fund - DPW Operations	60%
ADMINISTRATIVE ASSISTANT I	1.00	FT	General Fund - DPW Operations	50%
			Special Revenue Fund - Solid Waste	50%
FORESTRY & OPERATIONS SUPERVISOR	1.00	FT	General Fund - DPW Operations	100%
ADMINISTRATIVE ASSISTANT I	1.00	FT	General Fund - DPW Operations	90%
			Enterprise Fund - Storm Water Utility	10%
CUSTODIAN I - PT	0.50	PT	General Fund - DPW Operations	50%
			Enterprise Fund - Water Utility	50%
STREETS SEASONAL	3.67	Casual	General Fund - DPW Operations	100%
<b>DPW OPERATIONS</b>	<b>9.17</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

5. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Develop a staff that performs efficiently and safely	Number of safety trainings.	15	10	16	15	20
		Number of facility audits.	NA	NA	4	4	4

<u>PROGRAM</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>2014 Strategic Goal(s) Report:</u>	Complete Evaluation tools to evaluate all staff based on individual performance measures	41FT	40FT	40FT	40FT	40FT
	Coordinate annual meetings for the department for work projects	5	5	5	5	5

## 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.

***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:** 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.

***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.

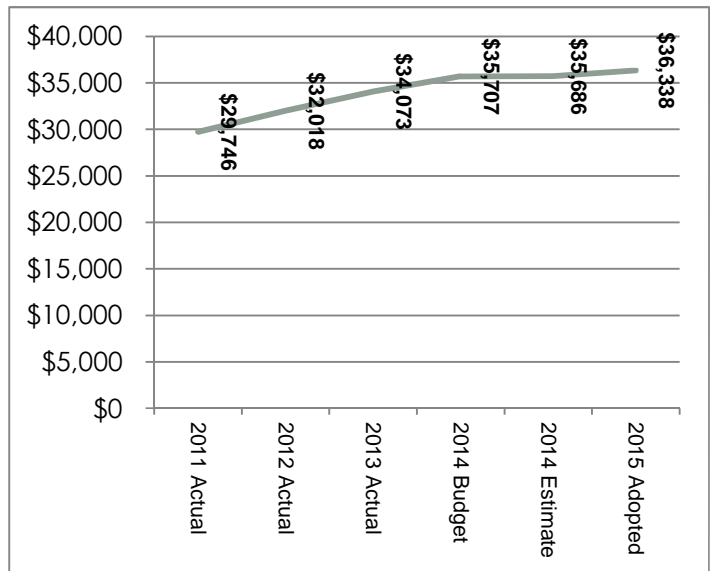
## DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

#### *Central Stores Description:*

Central Stores - Provides a centralized area for materials, equipment parts, maintenance supplies, fuel, and general equipment needs to all City Departments. They purchase items following the City’s purchasing policy to obtain the best value for the city. All Departments utilize the store for bulk purchase pricing.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
CENTRAL STORES										
DEPARTMENTAL EARNING										
1707264	4505	OP. INCOME	\$0	\$0	\$1,076	\$0	\$0	\$0	\$0	0.00%
		TOTAL REVENUES	\$0	\$0	\$1,076	\$0	\$0	\$0	\$0	0.00%
PERSONNEL SERVICES										
1707264	5110	REG PERSNL	\$19,797	\$21,500	\$23,282	\$23,937	\$23,937	\$24,502	\$565	2.36%
1707264	5130	EXTRA PERSONNEL	\$0	\$138	\$92	\$0	\$0	\$0	\$0	0.00%
1707264	5150	OVERTIME	\$0	\$616	\$284	\$550	\$550	\$600	\$50	9.09%
1707264	5191	WIS RETIRE	\$2,273	\$1,340	\$1,569	\$1,695	\$1,695	\$1,666	(\$29)	-1.71%
1707264	519301	SOC SEC	\$1,227	\$1,413	\$1,483	\$1,502	\$1,502	\$1,519	\$17	1.13%
1707264	519302	MEDICARE	\$287	\$330	\$347	\$351	\$351	\$356	\$5	1.42%
1707264	5194	HOSP INS	\$3,959	\$4,336	\$4,735	\$4,735	\$4,735	\$4,735	\$0	0.00%
1707264	5195	LIFE INS	\$13	\$13	\$14	\$16	\$16	\$18	\$2	12.50%
1707264	5196	UNEMPLOYMENT	\$21	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
CONTRACTUAL SERVICE										
1707264	5211	VEH. OPER	\$382	\$502	\$375	\$436	\$400	\$417	(\$19)	-4.36%
1707264	5223	SCHOOL/SEM	\$205	\$259	\$398	\$800	\$800	\$800	\$0	0.00%
1707264	5225	PROF DUES	\$40	\$224	\$229	\$230	\$240	\$240	\$10	4.35%
1707264	5232	DUPL/DRAFT	\$100	\$109	\$110	\$100	\$100	\$100	\$0	0.00%
MATERIALS & SUPPLIES										
1707264	5331	POSTAGE	\$987	\$874	\$844	\$865	\$870	\$895	\$30	3.47%
1707264	5332	OFFICE/COM	\$199	\$124	\$196	\$240	\$240	\$240	\$0	0.00%
1707264	5343	GENL COMM	\$156	\$140	\$15	\$150	\$150	\$150	\$0	0.00%
1707264	5347	UNIFORMS	\$100	\$100	\$100	\$100	\$100	\$100	\$0	0.00%
		TOTAL EXPENDITURES	\$29,746	\$32,018	\$34,073	\$35,707	\$35,686	\$36,338	\$631	1.77%
		<b>NET TOTAL</b>	<b>\$29,746</b>	<b>\$32,018</b>	<b>\$35,150</b>	<b>\$35,707</b>	<b>\$35,686</b>	<b>\$36,338</b>	<b>\$631</b>	<b>1.77%</b>

BUDGET MODIFICATIONS: Business as usual.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
PURCHASING/INVENTORY SPECIALIST	1.00	FT	General Fund - Central Stores	50%
			Internal Service Fund - Fleet Operations & Maintenance	30%
			Enterprise Fund - Storm Water Utility	20%
<b>CENTRAL STORES</b>	<b>1.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. To control the physical aspects of handling inventory such as purchasing, pricing, charge out procedures and security	# of blanket purchase orders	66	39	28	28	21
<u>Efficiency &amp; Effectiveness:</u>	1. To control the physical aspects of handling inventory such as purchasing, pricing, charge out procedures and security	Average # of quarterly departmental charges	1,058	865	1,130	950	1,000
		Average # of quarterly equipment charges	799	854	740	825	800
<u>2014 Strategic Goal(s) Report:</u>	Utilize MUNIS Work Order Module to record and track maintenance and operating cost/activity for each piece of equipment.	Annual fuel usage Diesel	99,033	98,255	104,890	102,000	100,000
		Unleaded	97,183	94,349	93,028	95,000	95,000
		Annual inventory count	Complete	Complete	Complete	December	December
		Update storeroom procedures, purge slow moving inventory	On Going	On Going	Complete	On Going	On Going

**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.

***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.

# DEPARTMENT OF PUBLIC WORKS

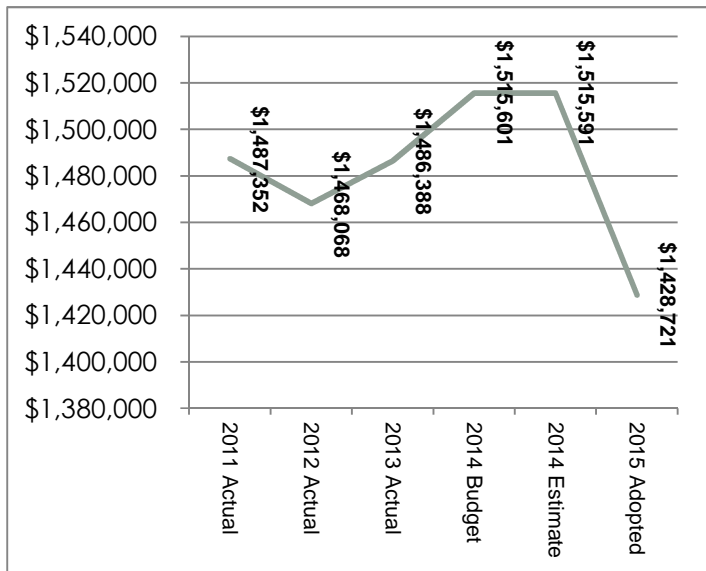
2015 CITY OF БЕЛОIT OPERATING BUDGET

**General Fund –**

**Street / ROW Operations**

**Description:**

Street / ROW Operations - Provides for the planning, maintenance, and evaluation of streets, including roadway and right of way. Their goals are to ensure safe and aesthetically pleasing travel for those who travel throughout the City of Beloit, adequately and aesthetically maintain the urban forest which consists of 30,000 plus trees in the City of Beloit (terrace, parks, cemeteries, and golf course) for the safety of the general public, and efficiently complete special projects for the Operations and all other Public Works Divisions, special interest groups and the community at large.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
STREET/R.O.W. OPERATIONS										
TAXES										
1707272	4055	AUTO REG.	(\$266,832)	(\$267,455)	(\$255,441)	(\$270,000)	(\$270,000)	(\$520,000)	(\$250,000)	92.59%
INTERGOVT AIDS/GRANT										
	436002	OPERATING GRANTS - ]	\$0	(\$104,187)	\$0	\$0	\$0	\$0	\$0	0.00%
DEPARTMENTAL EARNING										
1707272	4562	CURB CUTS	(\$1,329)	(\$5,200)	(\$6,698)	(\$4,220)	(\$4,220)	(\$4,220)	\$0	0.00%
1707272	4569	STREET CUT PERMIT	\$0	(\$4,282)	\$0	\$0	\$0	\$0	\$0	0.00%
1707272	4592	SP. OCCAS	(\$9,607)	(\$6,854)	(\$7,948)	(\$8,920)	(\$8,900)	(\$8,520)	\$400	-4.48%
		TOTAL REVENUES	(\$277,767)	(\$387,978)	(\$270,087)	(\$283,140)	(\$283,120)	(\$532,740)	(\$249,600)	88.15%
PERSONNEL SERVICES										
1707272	5110	REG PERSONL	\$670,455	\$640,188	\$662,213	\$652,651	\$652,651	\$645,129	(\$7,522)	-1.15%
1707272	5112	OUTOFCLASS	\$1,346	\$1,570	\$1,086	\$2,005	\$0	\$0	(\$2,005)	-100.00%
1707272	5150	OVERTIME	\$9,342	\$31,884	\$9,524	\$13,235	\$13,200	\$13,100	(\$135)	-1.02%
1707272	5191	WIS RETIRE	\$77,148	\$39,788	\$44,509	\$46,233	\$46,233	\$44,762	(\$1,471)	-3.18%
1707272	519301	SOC SEC	\$41,783	\$41,808	\$41,765	\$40,901	\$40,901	\$40,762	(\$139)	-0.34%
1707272	519302	MEDICARE	\$9,772	\$9,778	\$9,767	\$9,566	\$9,566	\$9,533	(\$33)	-0.34%
1707272	5194	HOSP INS	\$283,963	\$293,006	\$321,662	\$324,116	\$324,116	\$267,943	(\$56,173)	-17.33%
1707272	519401	VEBA	\$5,389	\$0	\$678	\$0	\$0	\$0	\$0	0.00%
1707272	5195	LIFE INS	\$1,600	\$1,553	\$1,587	\$1,682	\$1,682	\$1,790	\$108	6.42%
CONTRACTUAL SERVICE										
1707272	5211	VEH. OPER	\$208,212	\$209,129	\$231,646	\$221,379	\$225,000	\$222,959	\$1,580	0.71%
1707272	5240	CONT-PROF	\$2,564	\$10,849	\$4,422	\$1,500	\$1,500	\$1,500	\$0	0.00%
1707272	5241	CONT-LABOR	\$0	\$10,113	\$0	\$0	\$0	\$0	\$0	0.00%
1707272	5244	OTHER FEES	\$3,926	\$1,485	\$6,455	\$3,788	\$3,775	\$3,468	(\$320)	-8.45%
MATERIALS & SUPPLIES										
1707272	5331	POSTAGE	\$0	\$0	\$48	\$0	\$17	\$0	\$0	0.00%
1707272	5332	OFFICE/EQUIP	\$0	\$0	\$32	\$0	\$0	\$0	\$0	0.00%
1707272	5341	CONSTRUCTN	\$2,059	\$3,160	\$2,276	\$4,140	\$4,140	\$4,140	\$0	0.00%
1707272	5343	GENL COMM	\$160,563	\$160,273	\$135,116	\$186,780	\$185,000	\$166,010	(\$20,770)	-11.12%
1707272	5345	MAINT MATL	\$0	\$9	\$0	\$0	\$0	\$0	\$0	0.00%
CAPITAL OUTLAY										
1707272	5533	OTHER>1000	\$9,231	\$13,474	\$13,601	\$7,625	\$7,810	\$7,625	\$0	0.00%
		TOTAL EXPENDITURES	\$1,487,352	\$1,468,068	\$1,486,388	\$1,515,601	\$1,515,591	\$1,428,721	(\$86,880)	-5.73%
		<b>NET TOTAL</b>	<b>\$1,209,585</b>	<b>\$1,080,090</b>	<b>\$1,216,301</b>	<b>\$1,232,461</b>	<b>\$1,232,471</b>	<b>\$895,981</b>	<b>(\$336,480)</b>	<b>-27.30%</b>

**BUDGET MODIFICATIONS:** Increase the Wheel Tax amount from \$10 to \$20 for each qualified registered vehicle.

This amount, while small for each registration, will generate approximately \$250,000 in additional revenue, offsetting much of the reduction in fund balance.

Reduced general commodities to reflect actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
EQUIPMENT OPERATOR	4.00	FT	General Fund - Street Operations	20%
			Enterprise Fund - Storm Water Utility	80%
EQUIPMENT OPERATOR	11.00	FT	General Fund - Street Operations	100%
EQUIPMENT OPERATOR	2.00	FT	General Fund - Street Operations	85%
			Enterprise Fund - Storm Water Utility	15%
<b>STREET/R.O.W. OPERATIONS</b>	<b>17.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>PROGRAM</u>	<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	<u>OBJECTIVES:</u>	<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Enhance our Urban Forest	Remove hazardous trees trimming per ASA guidelines to enhance our Urban Forest	521 removed	769 removed	469 removed	400 removed	800 removed
			1,379 trim	1,457 trim	790 trim	790 trim	1,100 trim
	2. Deliver efficient street services	Total # of potholes	50,590	35,012	38,725	35,000	35,000
Sweeping: curb miles per unit per day		13	24	14	15	15.5	
<u>Efficiency &amp; Effectiveness:</u>	2. Deliver efficient street services	Average annual miles of crack sealing	20	10.4	10.4	20	20



<u>PROGRAM</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Target</u>	<u>2015</u> <u>Target</u>
	Average hourly production of potholes	26	25	24	25	25
3. Ensure motorist and pedestrian safety	Total linear line or feet lane miles	40,603	126,541	104,967	126,000	126,000
	Cross walks, total linear feet	22,876	56,669	27,124	22,000	55,000
	% of signs produced by sign Lab vs. purchased	79%	78%	80%	75%	75%
<u>2014 Strategic Goal(s) Report:</u>	Ensure motorist and pedestrian safety minimize hazards for all of the Operations.	Review quarterly with work group and develop work plan and time line  On going	→			

## 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.

### ***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.

## DEPARTMENT OF PUBLIC WORKS

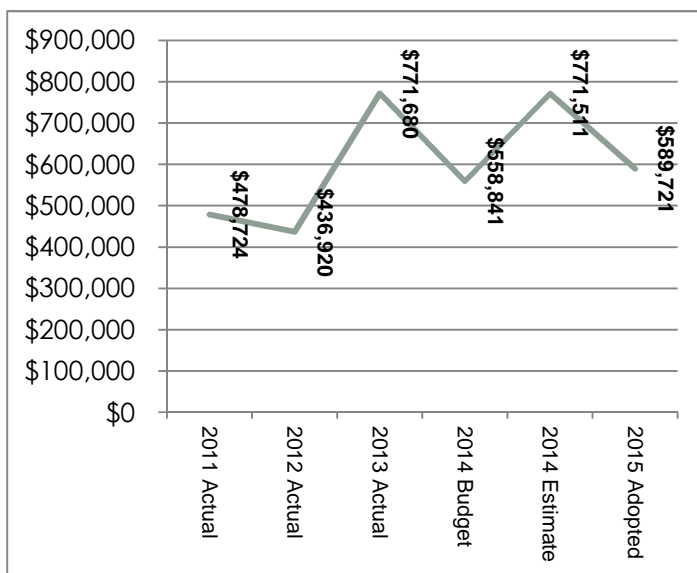
2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

### *Snow Removal & Ice Control*

#### *Description:*

Ice & Snow - Provides the City of Beloit with a cost effective, efficient and environmentally sound snow and ice control operation for our residents, businesses and those who travel throughout our city. To accomplish cost effective clearing and removal of snow and ice the city utilizes both anti-icing and de-icing programs. The City of Beloit maintains 182 miles of street. When the city declares a snow emergency it is communicated to all local media and it is posted on the cities web page. While a snow emergency is in effect no vehicle shall park on any city street until they have been cleared of snow. The Operations Division plows City streets with the following priority; main streets to include bridges, arterials and secondary streets with high volume, streets surrounding schools, second priority is residential streets which include lesser traveled and dead-end streets and our third priority are the alleys, parking lots and sidewalks.



			2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
SNOW REMOVAL & ICE CONTROL										
DEPARTMENTAL EARNING										
1707273	45	SALE OF BRINE	\$0	\$0	(\$1,908)	(\$5,000)	(\$5,000)	(\$3,520)	\$1,480	-29.60%
PERSONNEL SERVICES										
1707273	5110	REG PERSNL	\$13,354	\$13,776	\$13,758	\$13,756	\$13,756	\$13,926	\$170	1.24%
1707273	5112	OUTOFCLASS	\$92	\$424	\$756	\$1,345	\$0	\$0	(\$1,345)	-100.00%
1707273	5113	ONCALL	\$0	\$390	\$1,944	\$975	\$2,870	\$2,270	\$1,295	132.82%
1707273	5120	PART TIME PERS	\$0	\$133	\$0	\$0	\$0	\$0	\$0	0.00%
1707273	5130	EXTRA PERS	\$0	\$86	\$808	\$400	\$3,015	\$2,100	\$1,700	425.00%
1707273	5150	OVERTIME	\$49,733	\$64,901	\$115,593	\$76,530	\$195,465	\$77,285	\$755	0.99%
1707273	5191	WIS RETIRE	\$7,249	\$4,761	\$8,896	\$6,472	\$14,849	\$6,499	\$27	0.42%
1707273	519301	SOC SEC	\$3,878	\$4,868	\$8,143	\$5,714	\$13,343	\$5,884	\$170	2.98%
1707273	519302	MEDICARE	\$907	\$1,138	\$1,904	\$1,336	\$3,120	\$1,376	\$40	2.99%
1707273	5194	HOSP INS	\$6,276	\$7,105	\$8,244	\$7,033	\$7,033	\$7,033	\$0	0.00%
1707273	519401	VEBA	\$105	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707273	5195	LIFE INS	\$55	\$55	\$65	\$50	\$0	\$91	\$41	82.00%
CONTRACTUAL SERVICE										
1707273	5211	VEH. OPER	\$258,632	\$201,633	\$261,937	\$221,010	\$280,000	\$227,938	\$6,928	3.13%
1707273	5223	SCHOOL/SEM	\$320	\$4,070	\$2,918	\$2,800	\$2,800	\$2,800	\$0	0.00%
1707273	5240	CONT-PROF	\$3,948	\$3,948	\$3,948	\$3,950	\$3,950	\$3,950	\$0	0.00%
1707273	5248	ADV/MARKT	\$999	\$950	\$2,671	\$1,925	\$1,925	\$1,925	\$0	0.00%
MATERIALS & SUPPLIES										
1707273	5321	ELECTRICITY	\$358	\$481	\$347	\$515	\$515	\$515	\$0	0.00%
1707273	5331	POSTAGE	\$0	\$0	\$0	\$30	\$30	\$30	\$0	0.00%
1707273	5343	GENL COMM	\$132,788	\$128,201	\$339,747	\$215,000	\$227,840	\$236,099	\$21,099	9.81%
1707273	5345	MAINT MATL	\$32	\$0	\$0	\$0	\$1,000	\$0	\$0	0.00%
		TOTAL EXPENDITURES	\$478,724	\$436,920	\$771,680	\$558,841	\$771,511	\$589,721	\$30,880	5.53%
		NET TOTAL	<b>\$478,724</b>	<b>\$436,920</b>	<b>\$769,772</b>	<b>\$553,841</b>	<b>\$766,511</b>	<b>\$586,201</b>	<b>\$32,360</b>	<b>5.84%</b>

**BUDGET MODIFICATIONS:** Increase to general commodities based off 2013/2014 snow season.

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. To monitor and respond to each type of event.	Calculate the number of snow & ice events and response.	19	12	20	33	30
<u>Efficiency &amp; Effectiveness:</u>	2. Minimize hazards on all city roads while improving overall efficiency and effectiveness of operations.	Average cost per ton of salt.	\$53.36	\$53.90	\$56.92	\$65.46	\$66.00
		Average time to clear main streets.	6 hours	6 hours	6 hours	7 hours	7 hours
<u>2014 Strategic Goal(s) Report:</u>	Ensure motorist and pedestrian safety minimize hazards for all of the Operations.	Develop a public relations plan to educate residents on snow operations.	On Going	On Going	On Going	On Going	On Going
		Monitor weather updates and adjust snow and ice products and application.	On Going	On Going	On Going	On Going	On Going

## 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:***

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.

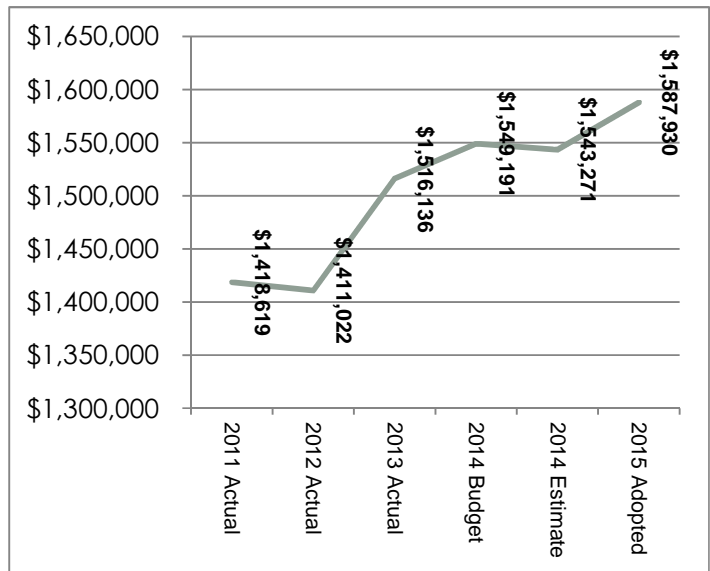
## DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

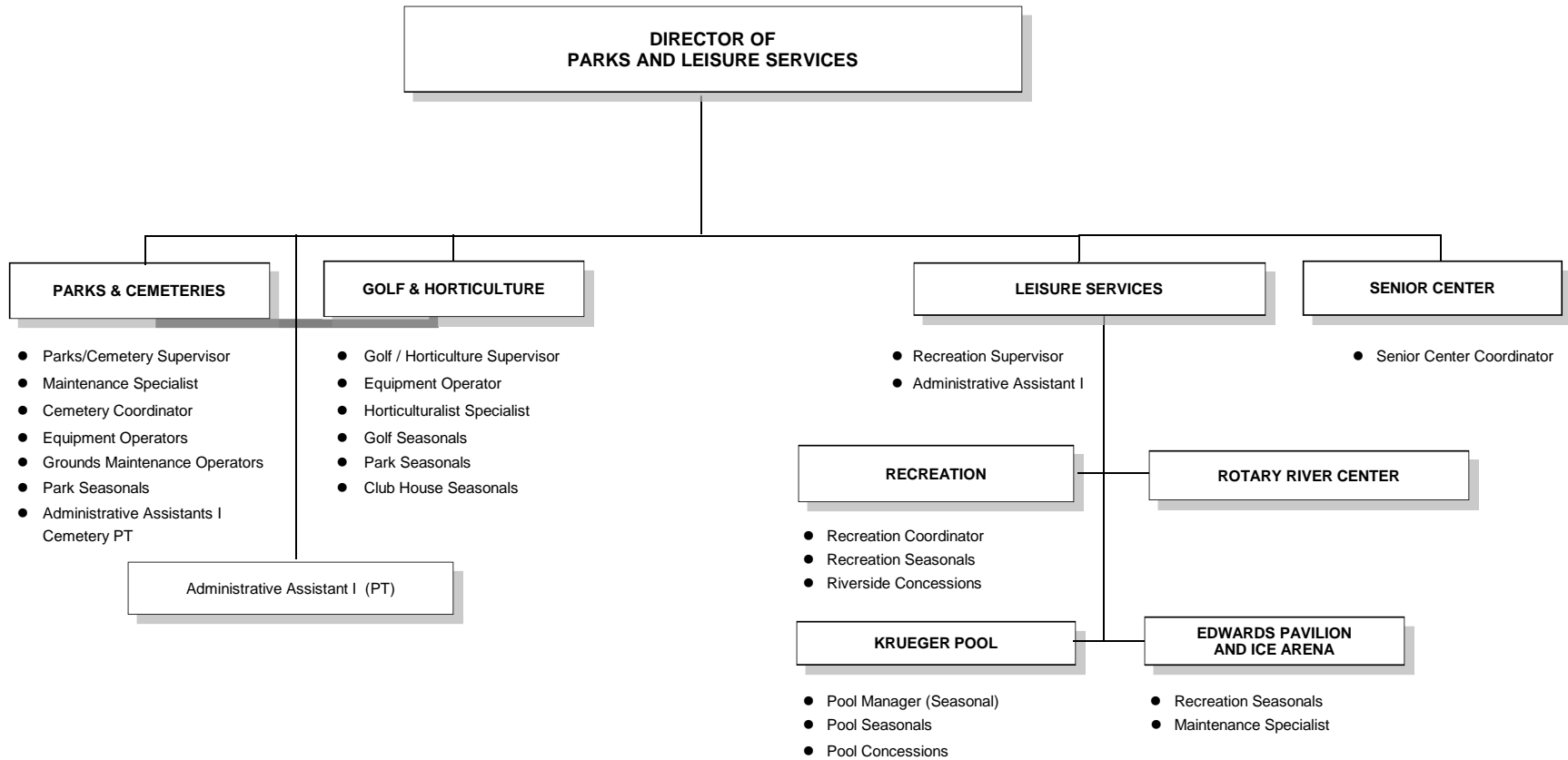
### *General Fund –*

#### *Parks Description:*

The Parks Division provides for all citizens a variety of public Parks & Grounds that are well maintained, physically attractive, safe, accessible and enjoyable. Improvement of the parks infrastructure will continue and includes structure maintenance, grounds and amenity maintenance, upgrading park signage, and expansion of horticultural areas.



**CITY OF БЕЛОIT, WISCONSIN  
DEPARTMENT OF PUBLIC WORKS  
PARKS AND LEISURE SERVICES DIVISION  
ORGANIZATIONAL CHART  
2015**





			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
PARKS OPERATIONS										
LICENSES & PERMITS										
1707377	4178	DOG PARK LICENSE	\$0	(\$2,112)	(\$3,018)	(\$3,000)	(\$3,100)	(\$3,000)	\$0	0.00%
DEPARTMENTAL EARNING										
1707377	455101	ANNUAL FEE	(\$1,766)	(\$1,501)	(\$1,327)	(\$1,500)	(\$1,500)	(\$1,500)	\$0	0.00%
1707377	455102	DAILY FEE	(\$3,500)	(\$3,598)	(\$3,039)	(\$3,498)	(\$3,000)	(\$3,498)	\$0	0.00%
1707377	455420	PARKS REV	(\$3,370)	(\$2,465)	(\$3,460)	(\$1,700)	(\$1,500)	(\$1,100)	\$600	-35.29%
1707377	455616	SHELTERS	(\$16,784)	(\$19,528)	(\$17,836)	(\$20,000)	(\$17,800)	(\$18,000)	\$2,000	-10.00%
OTHER REVENUES										
1707377	4632	RESPONSE RECOVERY	\$0	\$0	(\$840)	\$0	\$0	\$0	\$0	0.00%
TOTAL REVENUES			(\$25,420)	(\$29,204)	(\$29,521)	(\$29,698)	\$23,800	(\$27,098)	\$2,600	-8.75%
PERSONNEL SERVICES										
1707377	5110	REG PERSNL	\$470,141	\$482,325	\$514,301	\$507,329	\$507,329	\$523,225	\$15,896	3.13%
1707377	5112	OUTOFCLASS	\$0	\$71	\$332	\$50	\$50	\$50	\$0	0.00%
1707377	5120	PT PERSONL	\$17,276	\$13,493	\$17,785	\$16,652	\$16,652	\$17,566	\$914	5.49%
1707377	5130	EXTRA PERS	\$122,386	\$115,631	\$124,899	\$135,200	\$135,500	\$135,200	\$0	0.00%
1707377	5150	OVERTIME	\$3,598	\$2,274	\$3,628	\$4,000	\$3,166	\$7,184	\$3,184	79.60%
1707377	5191	WIS RETIRE	\$57,573	\$34,444	\$39,631	\$35,616	\$35,616	\$37,265	\$1,649	4.63%
1707377	5192	WORK COMP	\$27,108	\$31,392	\$31,968	\$41,300	\$41,300	\$44,923	\$3,623	8.77%
1707377	519301	SOC SEC	\$37,683	\$37,793	\$40,785	\$40,663	\$40,663	\$42,771	\$2,108	5.18%
1707377	519302	MEDICARE	\$8,813	\$8,839	\$9,538	\$9,508	\$9,508	\$10,004	\$496	5.22%
1707377	5194	HOSP INS	\$184,622	\$198,192	\$208,112	\$202,176	\$202,176	\$226,870	\$24,694	12.21%
1707377	519401	VEBA	\$2,613	\$0	\$2,126	\$0	\$0	\$0	\$0	0.00%
1707377	5195	LIFE INS	\$1,737	\$1,776	\$1,787	\$1,800	\$1,800	\$1,938	\$138	7.67%
1707377	5196	UNEMPLOYMENT	\$17,182	\$20,623	\$19,423	\$25,000	\$25,000	\$20,000	(\$5,000)	-20.00%
CONTRACTUAL SERVICE										
1707377	5211	VEH. OPER	\$143,982	\$130,667	\$155,543	\$142,352	\$142,352	\$144,486	\$2,134	1.50%
1707377	5214	OTH EQ MAI	\$1,434	\$4,432	\$1,829	\$1,200	\$1,200	\$1,200	\$0	0.00%
1707377	5215	COMP/OFF M	\$176	\$0	\$0	\$60	\$60	\$60	\$0	0.00%
1707377	5223	SCHOOL/SEM	\$2,046	\$2,029	\$3,261	\$4,000	\$3,000	\$4,000	\$0	0.00%
1707377	5225	PROF DUES	\$638	\$513	\$550	\$800	\$800	\$800	\$0	0.00%
1707377	5231	NOTICES	\$126	\$0	\$43	\$300	\$300	\$300	\$0	0.00%
1707377	5232	DUPL/DRAFT	\$808	\$342	\$366	\$700	\$400	\$700	\$0	0.00%
1707377	5240	CONT-PROF	\$118	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707377	5241	CONT-LABOR	\$36,043	\$58,244	\$54,027	\$72,625	\$72,625	\$60,480	(\$12,145)	-16.72%
1707377	5244	OTHER FEES	\$43,147	\$43,152	\$43,329	\$43,135	\$43,135	\$43,135	\$0	0.00%
1707377	5248	ADV/MARKT	\$1,490	\$500	\$802	\$3,000	\$3,000	\$2,500	(\$500)	-16.67%
1707377	5249	CONTR-SECY	\$0	\$286	\$0	\$1,300	\$1,300	\$0	(\$1,300)	-100.00%
1707377	5251	AUTO/TRAVL	\$0	\$159	\$47	\$500	\$100	\$500	\$0	0.00%
1707377	5255	PHYSICAL	\$0	\$0	\$0	\$2,345	\$1,200	\$2,345	\$0	0.00%
1707377	5261	STRUCT MAI	\$73,401	\$50,301	\$52,336	\$75,000	\$75,000	\$75,000	\$0	0.00%
1707377	5262	PAINT/CLEN	\$15,159	\$14,640	\$15,654	\$29,000	\$20,000	\$21,500	(\$7,500)	-25.86%
1707377	5263	ELECTRICAL	\$9,828	\$10,859	\$5,160	\$8,240	\$8,000	\$8,240	\$0	0.00%
1707377	5264	PLUMBING	\$308	\$5,626	\$1,243	\$1,280	\$700	\$1,280	\$0	0.00%
1707377	5265	HEATING	\$0	\$0	\$0	\$200	\$200	\$200	\$0	0.00%
1707377	5271	TEL-LOCAL	\$2,028	\$1,694	\$2,135	\$1,902	\$1,902	\$2,205	\$303	15.93%
1707377	5274	RADIO/COMM	\$0	\$0	\$0	\$500	\$500	\$500	\$0	0.00%
MATERIALS & SUPPLIES										
1707377	5321	ELECTRICITY	\$26,375	\$28,607	\$25,460	\$27,000	\$26,800	\$27,000	\$0	0.00%
1707377	5322	GAS/HEAT	\$4,134	\$3,404	\$3,842	\$3,300	\$3,777	\$3,300	\$0	0.00%
1707377	5323	WATER	\$12,842	\$11,302	\$8,335	\$10,314	\$10,800	\$10,314	\$0	0.00%
1707377	5324	SEWER CHG	\$18,360	\$2,701	\$3,486	\$2,295	\$3,092	\$2,295	\$0	0.00%
1707377	5325	STORMWATER	\$6,903	\$7,191	\$7,815	\$7,000	\$7,302	\$7,000	\$0	0.00%
1707377	5331	POSTAGE	\$315	\$262	\$508	\$390	\$200	\$390	\$0	0.00%
1707377	5332	OFFICE/COM	\$2,170	\$1,422	\$2,137	\$1,860	\$1,909	\$1,860	\$0	0.00%
1707377	5343	GENL COMM	\$54,987	\$75,831	\$96,039	\$76,855	\$86,000	\$86,000	\$9,145	11.90%
1707377	5345	MAINT MATL	\$974	\$1,302	\$1,215	\$2,330	\$1,157	\$2,330	\$0	0.00%
1707377	5347	UNIFORMS	\$1,955	\$1,915	\$1,881	\$3,464	\$1,600	\$3,464	\$0	0.00%
1707377	5348	EQUIP<1000	\$4,475	\$2,177	\$1,597	\$2,650	\$200	\$2,650	\$0	0.00%
1707377	5351	BOOKS/SUBS	\$0	\$0	\$122	\$100	\$100	\$100	\$0	0.00%
FIXED EXPENSES										
1707377	5412	RENT/EQUIP	\$2,116	\$4,612	\$13,061	\$3,900	\$5,800	\$4,800	\$900	23.08%
CAPITAL OUTLAY										
1707377	5533	OTHER>1000	\$1,550	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
TOTAL EXPENDITURES			\$1,418,619	\$1,411,022	\$1,516,136	\$1,549,191	\$1,543,271	\$1,587,930	\$38,739	2.50%
NET TOTAL			\$1,393,198	\$1,381,818	\$1,486,615	\$1,519,493	\$1,567,071	\$1,560,832	\$41,339	2.72%

BUDGET MODIFICATIONS: No fee increases for 2015.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
DIRECTOR OF PARKS & LEISURE SERVICES	1.00	FT	General Fund - Parks	75%
			Enterprise Fund - Golf Course	10%
			Enterprise Fund - Cemeteries	15%
PARKS & CEMETERY SUPERVISOR	1.00	FT	General Fund - Parks	90%
			Enterprise Fund - Cemeteries	10%
HORTICULTURALIST SPECIALIST	1.00	FT	General Fund - Parks	100%
MAINTENANCE SPECIALIST	1.00	FT	General Fund - Parks	80%
			General Fund - Krueger Pool	20%
EQUIPMENT OPERATOR	1.00	FT	General Fund - Parks	70%
			General Fund - Snow & Ice Removal	30%
GROUNDS MAINTENANCE OPERATOR	1.00	FT	General Fund - Parks	80%
			Enterprise Fund - Cemeteries	20%
EQUIPMENT OPERATOR	1.00	FT	General Fund - Parks	100%
GROUNDS MAINTENANCE OPERATOR	3.00	FT	General Fund - Parks	100%
PARKS SEASONAL	6.50	Casual	General Fund - Parks	100%
ADMINISTRATIVE ASSISTANT I PT	0.50	PT	General Fund - Parks	100%
<b>PARKS OPERATION</b>	<b>17.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**DIVISION STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVES:**

4. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.

<u>DIVISION</u>		<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>		<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Provide quality maintenance of the parks system infrastructure.	Total acres maintained	900	900	900	900	900
		# parks maintained	42	42	42	42	42
		# park structures maintained	37	38	38	38	38
		# picnic shelters maintained	15	15	15	15	15
		# playgrounds maintained	23	23	25	25	25
		# park acres mowed	315	315	315	315	315
		# miles sidewalk for snow removal	9.5	24	24	24	24
		# flower beds/hort areas maintained	392	398	398	399	400
		# hort areas developed	7	6	2	2	6
		Vandalism-related expenses	\$1,000	\$900	200	100	100
		# park shelters/restrooms renovated	2	0	0	1	2
		# parking lots/roads repaired/seal-coated	3	2	2	2	2
		# basketball courts resurfaced	0	0	0	1	1
		# park structure roofs repaired	0	1	0	0	1
		# Adopt-A-Park sponsors	2	1	0	1	3
		# ball field preparations	270	270	270	270	270
	2. Encourage public use of the City park facilities	# picnic shelter permits	272	303	278	300	300
		# of Boat launch annual permits	61	51	57	55	55
		# boat launch daily permits	638	636	548	600	625
		# community special events	15	16	14	16	18
3. Evaluate quality of services of City Parks	# monthly written park inspections	12	12	9	9	9	

<u>DIVISION</u>		<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>		<u>INDICATORS:</u>					
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Efficiency &amp; Effectiveness</b>	3. Evaluate quality of services of City Parks	% facility inspections rated satisfactory	90	90	90	95	95
		% picnic shelter surveys rated satisfactory	90	90	90	95	95
	4. Utilize City work order module to record and track parks maintenance projects.	% annual contractual services confirmed by February 1	100	100	100	100	100
		% vandalism repaired within 1 weeks notice	100	100	100	100	100
		% completion of special projects	90	85	100	100	100
	5. Fully implement the Parks Maintenance and Operations Plan (PMOP).	Develop special projects work plan by January 15	90	90	95	95	95
		% annual work plan completed with deadlines	90	90	95	95	95
<b>2014 Strategic Goal(s) Report:</b>	Provide effective and efficient management of parkland within the City of Beloit to include staff management and training, fiscal operations, standard quality of services, planning, marketing, and maintenance of parkland and facilities.	Implement a signage program which provides park rules and general public information within park sites	2	2	3	3	5
		Continue to offer and market the Adopt-a-Park Program	2	0	1	1	3
		removing graffiti from our parks within 48 hours of notification	X	X	X	X	X
	Provide effective and efficient landscape management that continually improves the aesthetic qualities of the city owned parks, open space, streetscapes, and recreation facilities throughout the year.	Continue implementation of a Special Landscaping Project Plan each year	X	X	X	X	X
		Continue partnership with Rock County Parks in the implementation of our controlled burn plan within various identified park sites	2/2	0	0	2	2

## 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.

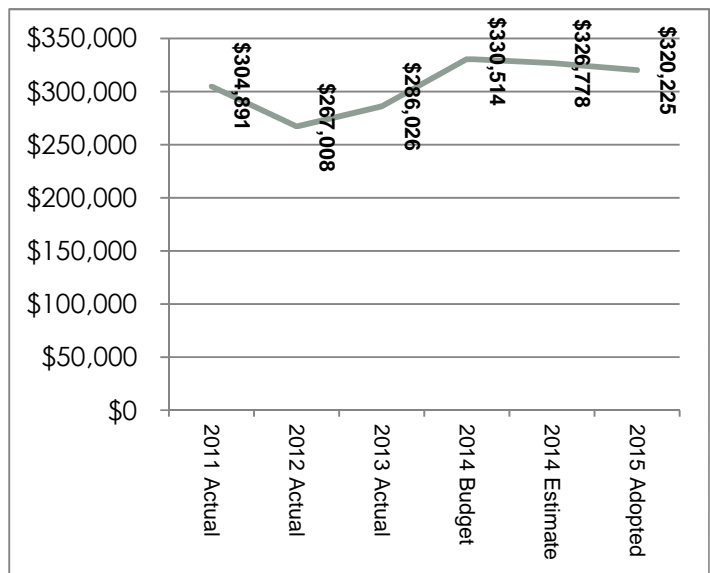
# DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

## *General Fund –*

### *Recreation Description:*

The Recreation Division develops, implements, and maintains a diverse program of affordable recreational activities and services, which effectively meet the cultural, social and leisure needs of our customers.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
RECREATION OPERATION										
DEPARTMENTAL EARNING										
1707378	4501	DONATIONS	(\$2,000)	(\$1,100)	(\$200)	(\$1,000)	(\$300)	(\$300)	\$700	-70.00%
1707378	455021	YOUTH GOLF	(\$1,892)	(\$1,153)	(\$1,458)	(\$1,177)	(\$1,200)	(\$1,177)	\$0	0.00%
1707378	455060	RES ID CD	(\$438)	(\$442)	(\$122)	(\$420)	(\$700)	(\$420)	\$0	0.00%
1707378	455061	TENNIS	(\$671)	(\$156)	(\$655)	(\$737)	(\$600)	(\$737)	\$0	0.00%
1707378	455072	WPRA	(\$367)	(\$47)	(\$479)	(\$250)	(\$250)	(\$300)	(\$50)	20.00%
1707378	455074	DAY CAMP	(\$5,301)	(\$4,066)	(\$5,023)	(\$5,000)	(\$4,800)	(\$7,419)	(\$2,419)	48.38%
1707378	455079	PICNIC	(\$20)	(\$82)	(\$88)	(\$100)	(\$100)	(\$292)	(\$192)	192.00%
1707378	455080	ADULT BB	(\$5,099)	(\$4,179)	(\$3,090)	(\$4,000)	(\$4,100)	(\$4,230)	(\$230)	5.75%
1707378	455081	ADULT VOLY	(\$11,684)	(\$13,547)	(\$14,002)	(\$12,000)	(\$1,400)	(\$12,427)	(\$427)	3.56%
1707378	455082	A SOFTBALL	(\$24,520)	(\$18,735)	(\$17,336)	(\$26,389)	(\$1,500)	(\$16,041)	\$10,348	-39.21%
1707378	455085	SWIMMING	\$0	\$180	\$80	\$0	\$0	\$0	\$0	0.00%
1707378	455088	CAMPS	(\$2,010)	(\$2,483)	(\$2,726)	(\$2,815)	(\$2,800)	(\$2,855)	(\$40)	1.42%
1707378	455094	SKATE LERN	\$0	(\$1)	\$130	\$0	\$0	\$0	\$0	0.00%
1707378	455275	CONCESSION	(\$23,275)	(\$18,739)	(\$10,959)	(\$20,318)	(\$18,000)	(\$20,318)	\$0	0.00%
		TOTAL REVENUES	(\$77,277)	(\$64,550)	(\$55,929)	(\$74,206)	(\$35,750)	(\$66,516)	\$7,690	-10.36%
PERSONNEL SERVICES										
1707378	5110	REG PERSNL	\$109,869	\$105,986	\$110,688	\$124,402	\$124,402	\$120,900	(\$3,502)	-2.82%
1707378	5113	ONCALL	\$5,459	\$155	\$0	\$0	\$0	\$0	\$0	0.00%
1707378	5130	EXTRA PERS	\$54,230	\$47,403	\$49,710	\$61,850	\$61,850	\$57,000	(\$4,850)	-7.84%
1707378	5150	OVERTIME	\$17	\$0	\$186	\$0	\$75	\$0	\$0	0.00%
1707378	5191	WIS RETIRE	\$11,975	\$6,294	\$7,400	\$8,610	\$8,610	\$8,221	(\$389)	-4.52%
1707378	5192	WORK COMP	\$9,756	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707378	519301	SOC SEC	\$10,494	\$9,501	\$9,938	\$11,441	\$11,441	\$11,306	(\$135)	-1.18%
1707378	519302	MEDICARE	\$2,454	\$2,222	\$2,324	\$2,677	\$2,677	\$2,645	(\$32)	-1.20%
1707378	5194	HOSP INS	\$41,630	\$42,424	\$47,056	\$49,279	\$49,279	\$49,279	\$0	0.00%
1707378	519401	VEBA	\$70	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707378	5195	LIFE INS	\$453	\$405	\$404	\$436	\$0	\$119	(\$317)	-72.71%
1707378	5196	UNEMPLOYMENT	\$863	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
CONTRACTUAL SERVICE										
1707378	5211	VEH. OPER	\$4,111	\$2,348	\$6,462	\$5,292	\$5,292	\$5,953	\$661	12.49%
1707378	5214	OTH EQ MAI	\$392	\$781	\$424	\$1,368	\$600	\$1,368	\$0	0.00%
1707378	5215	COMP/OFF M	\$2,095	\$1,824	\$2,586	\$3,000	\$2,500	\$3,000	\$0	0.00%
1707378	5223	SCHOOL/SEM	\$1,020	\$1,248	\$520	\$1,800	\$1,800	\$1,800	\$0	0.00%
1707378	5225	PROF DUES	\$250	\$0	\$250	\$320	\$250	\$320	\$0	0.00%
1707378	5232	DUPL/DRAFT	\$367	\$1,002	\$484	\$1,100	\$1,300	\$1,600	\$500	45.45%
1707378	5240	CONT-PROF	\$0	\$1,277	\$103	\$0	\$0	\$0	\$0	0.00%
1707378	5241	CONT-LABOR	\$3,572	\$2,350	\$2,147	\$3,000	\$2,600	\$3,000	\$0	0.00%
1707378	5244	OTHER FEES	\$1,287	\$1,826	\$1,938	\$2,770	\$2,000	\$2,770	\$0	0.00%
1707378	5248	ADV/MARKT	\$12,655	\$11,435	\$14,219	\$15,000	\$15,000	\$15,000	\$0	0.00%
1707378	5250	CONC EXP	\$5,921	\$5,517	\$4,109	\$7,000	\$5,800	\$7,000	\$0	0.00%
1707378	5251	AUTO/TRAVL	\$780	\$680	\$546	\$500	\$500	\$500	\$0	0.00%
1707378	5261	STRUCT MAI	\$253	\$747	\$1,800	\$4,500	\$4,500	\$2,500	(\$2,000)	-44.44%
1707378	5262	PAINT/CLEN	\$48	\$400	\$0	\$1,500	\$1,200	\$1,000	(\$500)	-33.33%
1707378	5265	HEATING SERVICES	\$0	\$250	\$283	\$0	\$0	\$0	\$0	0.00%
	5263	ELECTRICAL MAINTEN	\$0	\$0	\$535	\$0	\$1,300	\$0	\$0	0.00%
1707378	5271	TEL-LOCAL	\$4,992	\$4,332	\$4,239	\$4,330	\$4,300	\$4,345	\$15	0.35%
MATERIALS & SUPPLIES										
1707378	5321	ELECTRICITY	\$2,342	\$2,173	\$1,853	\$2,400	\$2,200	\$2,400	\$0	0.00%
1707378	5322	GAS/HEAT	\$1,355	\$1,051	\$1,269	\$1,600	\$1,600	\$1,600	\$0	0.00%
1707378	5323	WATER	\$149	\$172	\$158	\$216	\$175	\$216	\$0	0.00%
1707378	5324	SEWER CHG	\$123	\$157	\$143	\$216	\$160	\$216	\$0	0.00%
1707378	5325	STORMWATER	\$119	\$129	\$119	\$117	\$117	\$117	\$0	0.00%
1707378	5331	POSTAGE	\$559	\$667	\$2,089	\$750	\$750	\$750	\$0	0.00%
1707378	5332	OFFICE/COM	\$2,687	\$1,111	\$898	\$2,000	\$1,500	\$1,500	(\$500)	-25.00%
1707378	5343	GENL COMM	\$8,474	\$7,291	\$7,862	\$9,300	\$9,300	\$9,300	\$0	0.00%
1707378	5347	UNIFORMS	\$708	\$460	\$1,092	\$1,100	\$1,100	\$1,200	\$100	9.09%
FIXED EXPENSES										
1707378	5412	RENT/EQUIP	\$3,363	\$3,363	\$2,192	\$2,640	\$2,600	\$3,300	\$660	25.00%
		TOTAL EXPENDITURES	\$304,891	\$267,008	\$286,026	\$330,514	\$326,778	\$320,225	(\$10,289)	-3.11%
		NET TOTAL	\$227,614	\$202,458	\$230,097	\$256,308	\$291,028	\$253,709	(\$2,599)	-1.01%

**BUDGET MODIFICATIONS:** Baggo and picnic rental combined cost increased from \$30 to \$40. Adult volleyball teams increased from \$185 to \$190.

Camps and clinics - Wacky Wednesday increased from \$2 to \$20.

Extra personnel costs were decreased to reflect actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
RECREATION COORDINATOR	1.00	FT	General Fund - Ice Arena	25%
			General Fund - Recreation	50%
			General Fund - Krueger Pool	25%
RECREATION SUPERVISOR	1.00	FT	General Fund - Ice Arena	10%
			General Fund - Recreation	90%
ADMINISTRATIVE ASSISTANT I	1.00	FT	General Fund - Recreation	100%
RECREATION SEASONAL	5.60	Casual	General Fund - Recreation	100%
<b>RECREATION OPERATIONS</b>	<b>8.60</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

- 4. Collaborate with other jurisdictions and organizations to foster effective and efficient service delivery, reducing cost for taxpayers and stimulating regional prosperity.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<b>Workload:</b>	1. Provide regular program for marketing, promotion, and public relations.	# of radio spots	15	22	20	25	25
		# of print media ads	15	13	14	15	15
		# of Public Service Announcements	23	25	30	35	35
		# of flyers distributed at Beloit School District	65,000	67,244	66,377	67,000	67,000
	2. Provide regular enjoyable, affordable, cost effective recreation programs that attract and retain residents.	Day camp registration	63	60	65	115	100
		Tennis Class registration	20	14	15	20	20
		Volleyball Team registration	65	74	74	80	80
		Softball Team registration	64	51	35	40	40



<u>PROGRAM</u>		<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>		<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
		Golf lesson registrations	22	23	21	25	25
		Playground program attendance	3,314	3,550	3610	3750	3750
		# of customer surveys completed.	175	175	175	175	175
	3. Collaborate and assist other agencies and programs.	# cooperative programs special events	15	13	13	15	15
	4. Assist other city divisions with customer services.	# park shelter permits processed	272	303	278	285	285
		# golf passes processed	81	263	251	250	250
	5. Plan and evaluate Leisure Services programs.	# of individual reports created for each program.	2 pre/post	2 pre/post	2 pre/post	2 Pre/Post	2 Pre/post
<b>Efficiency &amp; Effectiveness:</b>	5. Plan and evaluate Leisure Services programs.	Average cost per media ad	\$325	327	318	325	325
		% of individual reports for each program upon completion.	90%	90%	90%	90%	90%
<b>2014 Strategic Goal(s) Report:</b>	Provide effective and efficient administration of recreational programs and related services to the community through the continual maintenance of community recreational facilities, continual development of recreational	Perform an inventory of existing programs and services that other local agencies offer to the community, and consider duplicating similar programs that may increase participation.	X	X	X	X	X
		Identify and consider partnering with other local civic organizations that share a similar mission in offering recreational and athletic programs, and community-wide special events:	X	X	X	X	X

<u>PROGRAM</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
programming, fiscal responsibility, and the marketing of these services.	Continue to expand the services offered at the Lagoon Concession and continue to increase our marketing of these services in order to generate greater revenue annually.	X	X	X	X	X
	Finalize a 2012 Master Plan	X	X	X	X	X

## 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.

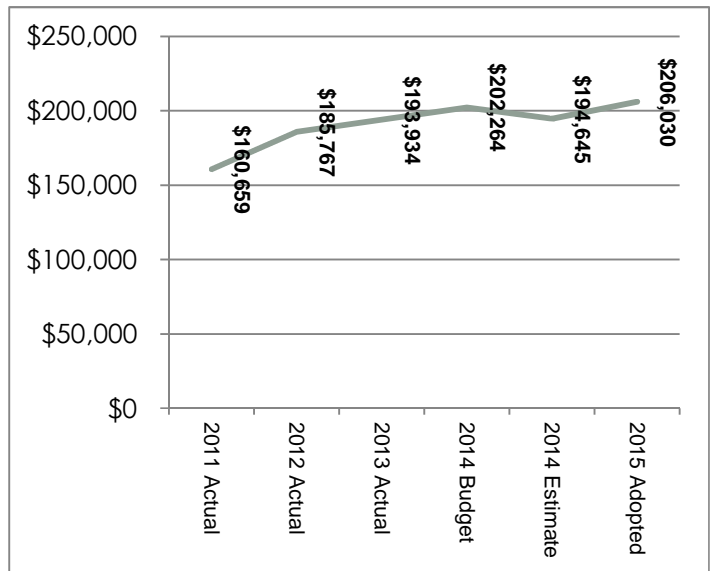
## DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

#### *Krueger Pool Description:*

The Krueger Pool Division develops, implements, and maintains and promotes an affordable, cost effective summer aquatic program which effectively meets the cultural, social and leisure needs of the community. The facility offers a main pool, diving pool and spray ground. The main pool features a rain dropper and two basketball hoops. The diving pool has a diving board and drop slide. The spray ground features an interactive area and spray attractions.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
KRUEGER POOL										
DEPARTMENTAL EARNING										
1707380	455085	SWIMMING	(\$2,906)	(\$4,912)	(\$3,253)	(\$5,401)	(\$3,300)	<b>(\$4,265)</b>	\$1,136	-21.03%
1707380	455511	POOL RENTL	(\$4,548)	(\$5,862)	(\$5,940)	(\$5,366)	(\$3,800)	<b>(\$2,712)</b>	\$2,654	-49.46%
1707380	455515	CONCESSION	(\$12,322)	(\$11,613)	(\$9,908)	(\$12,000)	(\$11,500)	<b>(\$10,632)</b>	\$1,368	-11.40%
1707380	455560	DAILY SWIM	(\$29,498)	(\$27,990)	(\$24,594)	(\$27,437)	(\$27,500)	<b>(\$26,979)</b>	\$458	-1.67%
1707380	455565	OPEN DIVE	(\$2,242)	(\$415)	(\$1,563)	(\$1,323)	(\$1,400)	<b>(\$1,323)</b>	\$0	0.00%
1707380	455570	SEASON PAS	(\$13,998)	(\$17,539)	(\$18,910)	(\$19,731)	(\$18,500)	<b>(\$18,817)</b>	\$914	-4.63%
1707380	455575	SESSIONS	(\$1,822)	(\$490)	(\$426)	(\$2,292)	(\$600)	<b>(\$1,113)</b>	\$1,179	-51.44%
1707380	455580	TRIATHALON	(\$3,825)	(\$5,513)	(\$4,015)	(\$4,250)	(\$3,800)	<b>(\$4,250)</b>	\$0	0.00%
		TOTAL REVENUES	(\$71,161)	(\$74,334)	(\$68,609)	(\$77,800)	(\$70,400)	<b>(\$70,091)</b>	\$7,709	-9.91%
PERSONNEL SERVICES										
1707380	5110	REG PERSNL	\$19,102	\$26,345	\$27,615	\$28,985	\$28,985	<b>\$29,566</b>	\$581	2.00%
1707380	5130	EXTRA PERS	\$61,579	\$63,146	\$61,137	\$73,400	\$66,000	<b>\$67,000</b>	(\$6,400)	-8.72%
1707380	5150	OVERTIME	\$1,031	\$339	\$591	\$1,000	\$500	<b>\$1,000</b>	\$0	0.00%
1707380	5191	WIS RETIRE	\$2,122	\$1,579	\$2,188	\$2,076	\$2,076	<b>\$2,078</b>	\$2	0.10%
1707380	519301	SOC SEC	\$5,035	\$5,533	\$5,509	\$6,358	\$6,358	<b>\$6,407</b>	\$49	0.77%
1707380	519302	MEDICARE	\$1,178	\$1,294	\$1,288	\$1,486	\$1,486	<b>\$1,498</b>	\$12	0.81%
1707380	5194	HOSP INS	\$5,941	\$9,574	\$10,385	\$10,574	\$10,574	<b>\$10,574</b>	\$0	0.00%
1707380	519401	VEBA	\$70	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707380	5195	LIFE INS	\$30	\$42	\$53	\$66	\$66	<b>\$67</b>	\$1	1.52%
1707380	5196	UNEMPLOYMENT	\$4	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
CONTRACTUAL SERVICE										
1707380	5214	OTH EQ MAI	\$219	\$26	\$0	\$300	\$300	<b>\$400</b>	\$100	33.33%
1707380	5223	SCHOOL/SEM	\$0	\$365	\$0	\$450	\$450	<b>\$700</b>	\$250	55.56%
1707380	5232	DUPL/DRAFT	\$0	\$448	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707380	5241	CONT-LABOR	\$6,037	\$23,312	\$15,317	\$15,500	\$15,500	<b>\$17,800</b>	\$2,300	14.84%
1707380	5244	OTHER FEES	\$1,122	\$1,017	\$1,446	\$1,310	\$1,310	<b>\$1,310</b>	\$0	0.00%
1707380	524480	TRIATHEXP	\$2,936	\$3,702	\$1,802	\$3,000	\$3,000	<b>\$3,000</b>	\$0	0.00%
1707380	5248	ADV/MARKT	\$1,740	\$862	\$875	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1707380	5250	CONC EXP	\$5,384	\$3,729	\$5,427	\$5,500	\$5,500	<b>\$5,500</b>	\$0	0.00%
1707380	5261	STRUCT MAI	\$802	\$1,799	\$3,308	\$3,000	\$3,000	<b>\$3,000</b>	\$0	0.00%
1707380	5262	PAINT/CLEN	\$616	\$498	\$11,910	\$800	\$1,800	<b>\$800</b>	\$0	0.00%
1707380	5263	ELECTRICAL	\$181	\$1,121	\$1,844	\$1,500	\$800	<b>\$8,000</b>	\$6,500	433.33%
1707380	5264	PLUMBING	\$1,367	\$3,021	\$4,683	\$1,000	\$1,500	<b>\$1,000</b>	\$0	0.00%
1707380	5265	HEATING	\$1,149	\$3,328	\$2,604	\$2,250	\$2,250	<b>\$2,800</b>	\$550	24.44%
1707380	5271	TEL-LOCAL	\$271	\$92	\$63	\$479	\$200	<b>\$300</b>	(\$179)	-37.37%
MATERIALS & SUPPLIES										
1707380	5321	ELECTRICITY	\$13,064	\$10,435	\$14,584	\$15,450	\$14,000	<b>\$15,450</b>	\$0	0.00%
1707380	5322	GAS/HEAT	\$7,657	\$3,631	\$10,402	\$8,240	\$8,000	<b>\$8,240</b>	\$0	0.00%
1707380	5323	WATER	\$6,516	\$7,160	\$1,536	\$5,400	\$7,000	<b>\$5,400</b>	\$0	0.00%
1707380	5324	SEWER CHG	\$1,129	\$339	\$3,127	\$1,890	\$1,890	<b>\$1,890</b>	\$0	0.00%
1707380	5325	STORMWATER SERVIC	\$0	\$0	\$17	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707380	5331	POSTAGE	\$16	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707380	5343	GENL COMM	\$10,972	\$12,059	\$5,156	\$7,500	\$7,500	<b>\$7,500</b>	\$0	0.00%
1707380	5347	UNIFORMS	\$640	\$286	\$113	\$750	\$600	<b>\$750</b>	\$0	0.00%
1707380	5348	EQUIP<1000	\$2,751	\$686	\$954	\$3,000	\$3,000	<b>\$3,000</b>	\$0	0.00%
		TOTAL EXPENDITURES	\$160,659	\$185,767	\$193,934	\$202,264	\$194,645	<b>\$206,030</b>	\$3,766	1.86%
		<b>NET TOTAL</b>	<b>\$89,498</b>	<b>\$111,433</b>	<b>\$125,325</b>	<b>\$124,464</b>	<b>\$124,245</b>	<b>\$135,939</b>	<b>\$11,475</b>	<b>9.22%</b>

**BUDGET MODIFICATIONS:** Combined age groups now 5-17 yrs. and adjusted prices for open swim, season passes and pool sessions.  
Reduced extra personnel budget to reflect actuals.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
RECREATION SEASONAL	3.00	Casual	General Fund - Krueger Pool	100%
<b>KRUEGER POOL</b>	<b>3.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

4. Collaborate with other jurisdictions and organizations to foster effective and efficient service delivery, reducing cost for taxpayers and stimulating regional prosperity.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Provide a well maintained Facility that attracts and retains residents.	# maintenance audits completed.	4	4	4	4	4
		# water quality inspections	258	260	258	240	240
		# hours closed due to maintenance	2 days	6	4	5	5
	2. Provide a regular program of marketing, promotion, and public relations.	# of print media ads	5	5	5	5	5
	3. Fully implement a facility maintenance and operations Plan	# of on-site inspections	4	4	4	4	4
	4. Provide enjoyable and affordable aquatic services that attract and retain residents.	# season passes sold.	160	178	210	200	200
		public swim attendance	14,888	14,907	13,483	15,000	15,000
		hours of pool rental	126	134	135	100	100
		# swim program surveys completed	300	300	300	300	300
	<u>Efficiency &amp; Effectiveness:</u>	4. Provide enjoyable and affordable aquatic services that attract and retain residents.	% audits rated satisfactory	90%	90%	90%	90%
% of customers rating service satisfactory.			93%	93%	93%	93%	93%
Average daily attendance.			122	201	198	170	185

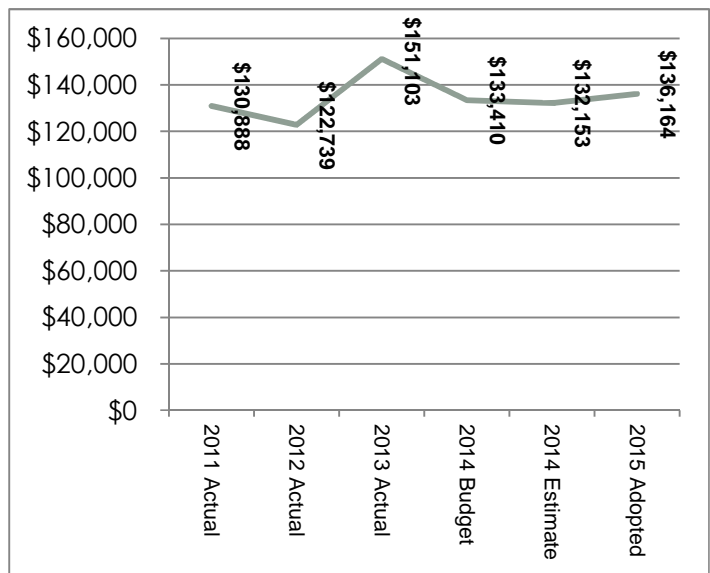
## DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

### *General Fund –*

#### *Grinnell Hall Description:*

The Grinnell Senior Center provides a program which meets the recreational, social, and leisure needs of the older population in the community. Beloit Senior Center is one of the sites for the Rock County Nutrition Program. Well-balanced nutritious meals are served at 12:00 noon, Monday through Friday at the Center. For a donation, persons age 60 and over are eligible to participate, as well as those under 60 are welcome to as well for a nominal defined fee. Grinnell Hall offers a wide- variety of activities designed especially for those 55 and older during their operational hours of 8:00 am – 4:30 pm daily, Monday through Friday. The Beloit Senior Center is associated with over 1100 other area agencies that provide senior service within the Beloit community; the Social Security Administration meets the third Thursday of the month at Grinnell Hall, and they are often available to provide additional assistance or answer questions. Grinnell Hall also has an internet hookup to assist in finding information and answering questions.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
GRINNELL SENIOR CTR										
DEPARTMENTAL EARNING										
1707381	4501	DONATIONS	\$0	(\$1,120)	(\$2,000)	(\$1,100)	(\$800)	<b>(\$1,100)</b>	\$0	0.00%
1707381	456101	NUTR COORD	(\$41)	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707381	456105	SR CTR	(\$8,522)	(\$7,191)	(\$3,647)	(\$7,500)	(\$7,500)	<b>(\$7,659)</b>	(\$159)	2.12%
		TOTAL REVENUES	<b>(\$8,563)</b>	<b>(\$8,311)</b>	<b>(\$5,647)</b>	<b>(\$8,600)</b>	<b>(\$8,300)</b>	<b>(\$8,759)</b>	<b>(\$159)</b>	<b>1.85%</b>
PERSONNEL SERVICES										
1707381	5110	REG PERSNL	\$63,096	\$60,909	\$50,393	\$43,240	\$43,240	<b>\$44,041</b>	\$801	1.85%
1707381	5130	EXTRA PERS	\$240	\$40	\$1,238	\$3,440	\$3,440	<b>\$3,440</b>	\$0	0.00%
1707381	5191	WIS RETIRE	\$6,068	\$3,604	\$2,795	\$3,234	\$3,234	<b>\$2,995</b>	(\$239)	-7.39%
1707381	519301	SOC SEC	\$3,927	\$3,779	\$3,213	\$2,864	\$2,864	<b>\$2,944</b>	\$80	2.79%
1707381	519302	MEDICARE	\$918	\$884	\$752	\$670	\$670	<b>\$689</b>	\$19	2.84%
1707381	5194	HOSP INS	\$9,555	\$8,591	\$20,327	\$23,444	\$23,444	<b>\$23,444</b>	\$0	0.00%
1707381	519401	VEBA	\$675	\$675	\$19,254	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707381	5195	LIFE INS	\$464	\$493	\$204	\$230	\$230	<b>\$230</b>	\$0	0.00%
CONTRACTUAL SERVICE										
1707381	5214	OTH EQ MAI	\$575	\$510	\$970	\$1,500	\$1,500	<b>\$2,000</b>	\$500	33.33%
1707381	5215	COMP/OFF M	\$401	\$153	\$254	\$750	\$750	<b>\$2,200</b>	\$1,450	193.33%
1707381	5223	SCHOOL/SEM	\$626	\$777	\$796	\$600	\$600	<b>\$800</b>	\$200	33.33%
1707381	5225	PROF DUES	\$65	\$190	\$190	\$200	\$190	<b>\$200</b>	\$0	0.00%
1707381	5231	NOTICES	\$158	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707381	5232	DUPL/DRAFT	\$997	\$1,157	\$2,835	\$1,200	\$800	<b>\$1,200</b>	\$0	0.00%
1707381	5240	CONT-PROF	\$1,395	\$1,146	\$1,897	\$1,200	\$2,400	<b>\$2,000</b>	\$800	66.67%
1707381	5241	CONT-LABOR	\$515	\$465	\$263	\$480	\$700	<b>\$600</b>	\$120	25.00%
1707381	5244	OTHER FEES	\$147	\$152	\$141	\$135	\$200	<b>\$160</b>	\$25	18.52%
1707381	5248	ADV/MARKT	\$335	\$1,135	\$119	\$1,000	\$1,000	<b>\$1,000</b>	\$0	0.00%
1707381	5249	CONTR-SECY	\$310	\$323	\$422	\$2,400	\$2,600	<b>\$375</b>	(\$2,025)	-84.38%
1707381	5251	AUTO/TRAVL	\$466	\$408	\$0	\$600	\$250	<b>\$600</b>	\$0	0.00%
1707381	5257	COMPUTER SERVICES	\$0	\$0	\$2,305	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707381	5261	STRUCT MAI	\$71	\$504	\$2,665	\$2,500	\$2,500	<b>\$2,500</b>	\$0	0.00%
1707381	5262	PAINT/CLEN	\$15,383	\$15,460	\$15,753	\$16,500	\$16,500	<b>\$16,500</b>	\$0	0.00%
1707381	5263	ELECTRICAL	\$91	\$155	\$220	\$750	\$200	<b>\$750</b>	\$0	0.00%
1707381	5264	PLUMBING	\$128	\$43	\$1,943	\$750	\$600	<b>\$750</b>	\$0	0.00%
1707381	5265	HEATING MAINTENAN	\$0	\$0	\$458	\$0	\$0	<b>\$0</b>	\$0	0.00%
1707381	5271	TEL-LOCAL	\$1,365	\$1,278	\$850	\$1,203	\$1,100	<b>\$1,026</b>	(\$177)	-14.71%
MATERIALS & SUPPLIES										
1707381	5321	ELECTRICITY	\$8,562	\$8,186	\$9,079	\$8,250	\$8,250	<b>\$8,250</b>	\$0	0.00%
1707381	5322	GAS/HEAT	\$8,661	\$6,494	\$7,279	\$9,000	\$9,000	<b>\$9,000</b>	\$0	0.00%
1707381	5323	WATER	\$565	\$520	\$428	\$550	\$500	<b>\$550</b>	\$0	0.00%
1707381	5324	SEWER CHG	\$510	\$344	\$264	\$500	\$300	<b>\$500</b>	\$0	0.00%
1707381	5325	STORMWATER	\$202	\$218	\$185	\$220	\$200	<b>\$220</b>	\$0	0.00%
1707381	5331	POSTAGE	\$741	\$799	\$239	\$1,500	\$400	<b>\$1,500</b>	\$0	0.00%
1707381	5332	OFFICE/COM	\$1,746	\$1,845	\$779	\$1,800	\$1,800	<b>\$3,000</b>	\$1,200	66.67%
1707381	5343	GENL COMM	\$1,722	\$1,292	\$2,408	\$2,500	\$2,500	<b>\$2,500</b>	\$0	0.00%
1707381	5347	UNIFORMS	\$207	\$211	\$188	\$200	\$191	<b>\$200</b>	\$0	0.00%
		TOTAL EXPENDITURES	<b>\$130,888</b>	<b>\$122,739</b>	<b>\$151,103</b>	<b>\$133,410</b>	<b>\$132,153</b>	<b>\$136,164</b>	<b>\$2,754</b>	<b>2.06%</b>
		NET TOTAL	<b>\$122,325</b>	<b>\$114,428</b>	<b>\$145,456</b>	<b>\$124,810</b>	<b>\$123,853</b>	<b>\$127,405</b>	<b>\$2,595</b>	<b>2.08%</b>

**BUDGET MODIFICATIONS:** Individual membership decreased from \$26 to \$25. Couples membership increased from \$36 to \$40. A premiere membership is \$50.



PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
SENIOR CENTER COORDINATOR	1.00	FT	General Fund - Grinnell Senior Center	100%
GRINNELL SENIOR CENTER	1.00			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

5. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Efficiency &amp; Effectiveness</u>	1. Promote the Center's services and public relations.	# of community speaking engagements	17	15	16	18	20
	2. Promote volunteerism	# of volunteer hours	13,914	13,738	13,832	13,902	14,500
	3. Offer a variety of programs, services, and connections that attract and retain residents.	# of ordered meals	6,114	6,341	4,371	4,500	4,500
		# of health screening participants	753	886	290	325	325
		# of special events	17	16	14	15	15
		annual attendance	24,011	23,919	25,822	26,000	26,500
		# or registered members	136	145	175	250	350
		% of monthly reports or work completed in relation to the plan	95%	95%	95%	95%	95%
	4. Offer a variety of programs, services, and connections that attract and retain residents.	Average daily attendance	99	95	102	105	107
	5. Fully implement the facility	% of maintenance audits completed	100%	100%	100%	100%	100%

	<u>PROGRAM</u> <u>OBJECTIVES:</u>	<u>PERFORMANCE</u> <u>INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
	maintenance and operations plan.	% of On-site inspections of the facility with written reports completed.	87%	89%	100%	100%	100%
<u>2014 Strategic Goal(s) Report:</u>	Through the coordination of the Grinnell Advisory Board, develop and implement programming for a diversified senior population.	partner with American Association of Retired Persons (AARP) to provide a Tax assistance program	Yes	Yes	Yes	Yes	Yes
		partner with the Rock County Nutrition Program	Yes	Yes	Yes	Yes	Yes
		Coordinate and conduct the annual Beloit Senior Fair	Yes	Yes	Yes	Yes	Yes
		Create a marketing plan and prepare Public Service Announcement (PSA)'s for local newspaper publication, local Television Stations, and Radio Stations	12/YR	Yes	Yes	Yes	Yes

## 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:*

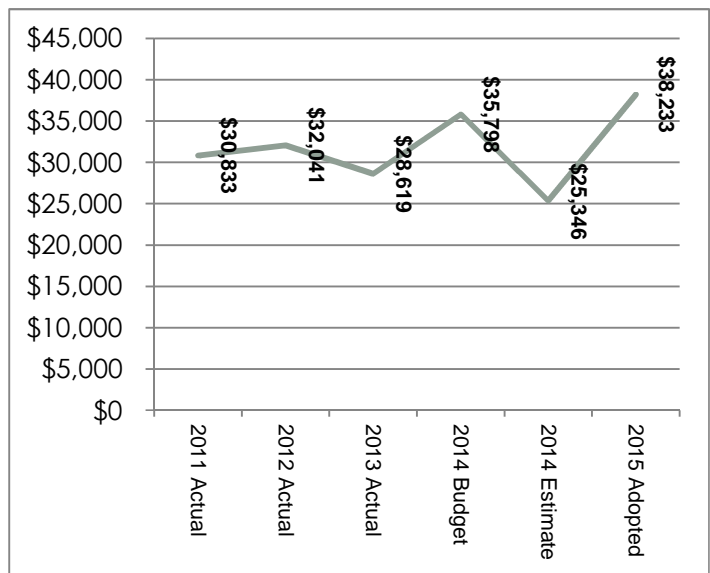
The Department of Public Works exists to serve the public need through cost effective operations and quality service, while providing for enhanced public safety and quality of life for today and tomorrow.

## DEPARTMENT OF PUBLIC WORKS

### 2015 OPERATING BUDGET

**General Fund –  
Rotary River Center  
Description:**

The Rotary River Center Division operates a community facility for social, cultural and business purposes that is well maintained, physically attractive, safe and enjoyable. The Rotary River Center is a beautiful 3,000 square foot structure that overlooks the scenic Rock River. It is the perfect setting for events of all kinds and is provided to Beloit residents at an incredibly low rate. The center is equipped to seat 120, but has a maximum capacity of 266. There is a serving kitchen with a coffee maker, large refrigeration unit and sinks, two restrooms, central air conditioning, public address system, overhead screen storage closets and furniture and a coat rack.



	2011 ACTUALS	2012 ACTUALS	2013 ACTUALS	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	AMOUNT CHANGE	PCT CHANGE
ROTARY RIVER CENTER								
DEPARTMENTAL EARNING								
1707382 455617 RIVERCENTR	(\$28,331)	(\$25,626)	(\$33,916)	(\$30,000)	(\$32,500)	(\$31,143)	(\$1,143)	3.81%
TOTAL REVENUES	(\$28,331)	(\$25,626)	(\$33,916)	(\$30,000)	(\$32,500)	(\$31,143)	(\$1,143)	3.81%
PERSONNEL SERVICES								
1707382 5110 REG PERSNL	\$85	\$4,441	\$4,562	\$4,598	\$4,598	\$4,777	\$179	3.89%
1707382 5150 OVERTIME	\$0	\$0	\$70	\$0	\$0	\$0	\$0	0.00%
1707382 5191 WIS RETIRE	\$5	\$263	\$308	\$318	\$318	\$325	\$7	2.20%
1707382 519301 SOC SEC	\$5	\$267	\$283	\$277	\$277	\$291	\$14	5.05%
1707382 519302 MEDICARE	\$1	\$62	\$66	\$65	\$65	\$68	\$3	4.62%
1707382 5194 HOSP INS	\$93	\$2,146	\$2,313	\$2,344	\$2,344	\$2,344	\$0	0.00%
1707382 5195 LIFE INS	\$0	\$9	\$11	\$15	\$15	\$15	\$0	0.00%
CONTRACTUAL SERVICE								
1707382 5241 CONT-LABOR	\$5,452	\$407	\$494	\$576	\$576	\$575	(\$1)	-0.17%
1707382 5248 ADV/MARKT	\$2,179	\$3,352	\$2,849	\$4,000	\$3,985	\$4,000	\$0	0.00%
1707382 5249 CONTR-SECY	\$2,420	\$608	\$505	\$550	\$550	\$550	\$0	0.00%
1707382 5261 STRUCT MAI	\$944	\$1,416	\$0	\$1,500	\$1,500	\$1,500	\$0	0.00%
1707382 5262 PAINT/CLEN	\$7,704	\$7,154	\$6,562	\$9,220	\$7,400	\$9,220	\$0	0.00%
1707382 5263 ELECTRICAL	\$0	\$0	\$296	\$100	\$100	\$100	\$0	0.00%
1707382 5265 HEATING	\$1,302	\$721	\$0	\$500	\$250	\$500	\$0	0.00%
1707382 5271 TEL-LOCAL	\$410	\$376	\$217	\$435	\$335	\$400	(\$35)	-8.05%
MATERIAL 5321 ELECTRICITY	\$8,320	\$8,397	\$7,715	\$8,500	\$8,200	\$8,500	\$0	0.00%
1707382 5322 GAS/HEAT	\$1,162	\$1,135	\$1,430	\$1,300	\$1,250	\$1,300	\$0	0.00%
1707382 5323 WATER/SEWER	\$0	\$0	\$0	\$0	\$0	\$2,268	\$2,268	100.00%
1707382 5343 GENL COMM	\$750	\$1,289	\$938	\$1,500	\$1,200	\$1,500	\$0	0.00%
TOTAL EXPENDITURES	\$30,833	\$32,041	\$28,619	\$35,798	\$25,346	\$38,233	\$2,435	6.80%
<b>NET TOTAL</b>	<b>\$2,502</b>	<b>\$6,415</b>	<b>(\$5,298)</b>	<b>\$5,798</b>	<b>(\$7,154)</b>	<b>\$7,090</b>	<b>\$1,292</b>	<b>22.28%</b>

**BUDGET MODIFICATIONS:** No fee increases for 2015.

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

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.

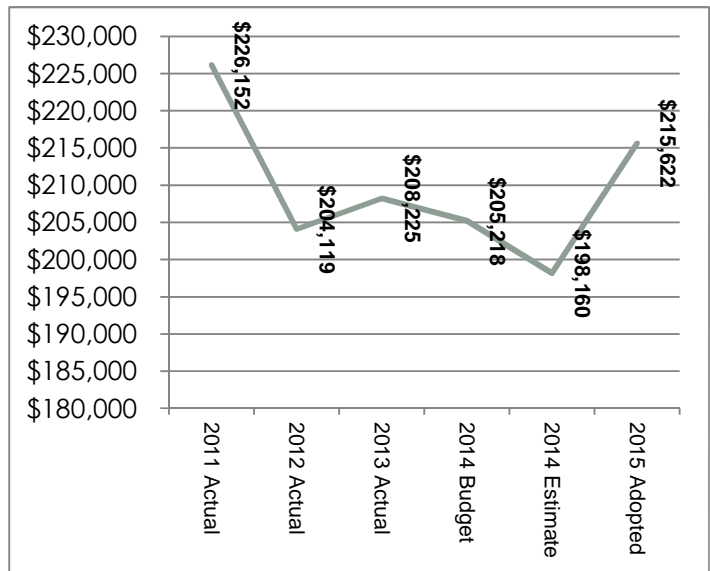
	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
			<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
<u>Workload:</u>	1. Encourage public use of the Rotary Center.	# of Rotary Center rentals (paid).	77	92	90	95	95
		# of Rotary Center rentals (free).	78	74	73	75	75
		# of print media ads	16	16	16	16	16
	2. Fully implement the Rotary Center component of the Parks maintenance and operations plan (RMOP) which was developed in 2004.	Develop annual work plan for Rotary Center facility improvements, repairs, and maintenance by Feb.	Done	Done	Done	Done	Done
	3. Evaluate quality of service of the Rotary Center.	# of facility inspections	12	12	12	12	12
<u>Efficiency &amp; Effectiveness:</u>	3. Evaluate quality of service of the Rotary Center.	% of facility inspections rated satisfactory.	95%	95%	95%	95%	95%
		% of customer surveys rating service satisfactory.	90%	90%	90%	90%	90%
	4. Evaluate the Rotary Center Operation to include a long-term strategic plan for future operation.	Review policies and procedures. Evaluate services and funding sources.	X	X	X	X	X

## DEPARTMENT OF PUBLIC WORKS

2015 CITY OF БЕЛОIT OPERATING BUDGET

**General Fund –  
Edwards’ Pavilion & Ice Arena  
Description:**

The Edwards Ice Arena is an indoor/outdoor facility that provides recreational ice skating activities, lessons, and is home to the Beloit Memorial High School varsity team as well as to the recreational hockey league run by the Beloit Youth Hockey Association (BYHA). Pete’s Hockey Shop provides equipment and supplies and is open in conjunction to the seasonal skating program from October – March annually.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
EDWARDS ICE ARENA										
DEPARTMENTAL EARNING										
1707304	455065	SKATING	(\$1,110)	(\$66)	(\$123)	(\$1,054)	(\$200)	(\$228)	\$826	-78.37%
1707304	455066	RENT SKATE	(\$6,802)	(\$5,665)	(\$6,172)	(\$6,710)	(\$6,500)	(\$6,851)	(\$141)	2.10%
1707304	455067	SKATE PASS	(\$1,635)	(\$1,736)	(\$1,170)	(\$2,091)	(\$1,300)	(\$2,091)	\$0	0.00%
1707304	455068	PROSHOP	(\$1,149)	(\$949)	(\$1,327)	(\$1,134)	(\$1,134)	(\$1,134)	\$0	0.00%
1707304	455093	PUB SKATE	(\$13,398)	(\$11,289)	(\$11,206)	(\$11,477)	(\$11,300)	(\$11,619)	(\$142)	1.24%
1707304	455663	RINK RENT	(\$56,669)	(\$56,606)	(\$71,425)	(\$61,981)	(\$72,000)	(\$63,648)	(\$1,667)	2.69%
		TOTAL REVENUES	(\$80,764)	(\$76,311)	(\$91,423)	(\$84,447)	(\$92,434)	(\$85,571)	(\$1,124)	1.33%
PERSONNEL SERVICES										
1707304	5110	REG PERSNL	\$46,462	\$48,221	\$50,624	\$41,151	\$41,151	\$42,467	\$1,316	3.20%
1707304	5130	EXTRA PERS	\$21,637	\$23,675	\$22,490	\$23,875	\$23,600	\$23,875	\$0	0.00%
1707304	5150	OVERTIME	\$0	\$0	\$0	\$100	\$200	\$100	\$0	0.00%
1707304	5191	WIS RETIRE	\$5,065	\$3,071	\$3,779	\$2,854	\$2,854	\$2,888	\$34	1.19%
1707304	519301	SOC SEC	\$4,175	\$4,525	\$4,509	\$3,983	\$3,983	\$4,088	\$105	2.64%
1707304	519302	MEDICARE	\$977	\$1,058	\$1,054	\$931	\$931	\$956	\$25	2.69%
1707304	5194	HOSP INS	\$15,502	\$16,876	\$18,342	\$16,433	\$16,433	\$16,433	\$0	0.00%
1707304	5195	LIFE INS	\$64	\$64	\$82	\$89	\$89	\$94	\$5	5.62%
1707304	5196	UNEMPLOYMENT	\$532	\$1,630	\$0	\$0	\$0	\$0	\$0	0.00%
CONTRACTUAL SERVICE										
1707304	5211	VEH. OPER	\$13,712	\$6,867	\$5,811	\$7,663	\$6,500	\$7,860	\$197	2.57%
1707304	5214	OTH EQ MAI	\$9,183	\$7,163	\$13,925	\$9,321	\$9,500	\$9,825	\$504	5.41%
1707304	5225	PROF DUES	\$100	\$100	\$100	\$100	\$100	\$100	\$0	0.00%
1707304	5232	DUPL/DRAFT	\$129	\$593	\$659	\$600	\$600	\$800	\$200	33.33%
1707304	5241	CONT-LABOR	\$1,089	\$1,028	\$926	\$1,000	\$1,000	\$1,000	\$0	0.00%
1707304	5244	OTHER FEES	\$4,490	\$3,696	\$2,444	\$900	\$900	\$900	\$0	0.00%
1707304	5248	ADV/MARKT	\$2,672	\$982	\$1,259	\$2,000	\$2,000	\$2,000	\$0	0.00%
1707304	5261	STRUCT MAI	\$1,270	\$433	\$1,659	\$4,300	\$4,300	\$12,300	\$8,000	186.05%
1707304	5262	PAINT/CLEN	\$134	\$222	\$500	\$500	\$500	\$500	\$0	0.00%
1707304	5263	ELECTRICAL	\$1,176	\$700	\$3,697	\$1,200	\$1,200	\$1,200	\$0	0.00%
1707304	5264	PLUMBING	\$558	\$1,351	\$2,010	\$1,200	\$1,200	\$1,200	\$0	0.00%
1707304	5265	HEATING	\$731	\$213	\$390	\$1,000	\$1,000	\$1,000	\$0	0.00%
MATERIAL & SUPPLIES										
1707304	5321	ELECTRICITY	\$26,297	\$24,076	\$25,157	\$27,000	\$26,000	\$27,000	\$0	0.00%
1707304	5322	GAS/HEAT	\$7,309	\$8,738	\$5,786	\$8,000	\$6,000	\$8,000	\$0	0.00%
1707304	5323	WATER	\$1,530	\$2,247	\$2,125	\$1,836	\$2,200	\$1,836	\$0	0.00%
1707304	5324	SEWER CHG	\$2,082	\$1,875	\$1,231	\$2,485	\$1,500	\$2,000	(\$485)	-19.52%
1707304	5325	STORMWATER	\$1,613	\$2,150	\$1,613	\$1,700	\$1,600	\$1,700	\$0	0.00%
1707304	5343	GENL COMM	\$6,259	\$5,017	\$4,941	\$7,050	\$7,050	\$7,050	\$0	0.00%
1707304	5345	MAINT MATL	\$23	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
FIXED EXPENSES										
1707304	5412	RENT/EQUIP	\$359	\$240	\$359	\$400	\$400	\$400	\$0	0.00%
		TOTAL EXPENDITURES	\$175,128	\$166,811	\$175,471	\$167,671	\$162,791	\$177,572	\$9,901	5.91%
		NET TOTAL	\$94,363	\$90,500	\$84,048	\$83,224	\$70,357	\$92,001	\$8,777	10.55%

**BUDGET MODIFICATIONS:** Increase in structure maintenance for \$8,000 for water heater replacement.  
A Senior Citizens 55+ category was created for skate rentals and public skating at a discounted rate of \$3.00 each.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
EDWARDS PAVILION										
1707383	455611	TELFER RNT	(\$25)	(\$400)	(\$100)	(\$300)	\$0	(\$300)	\$0	0.00%
1707383	455613	PAVILION	(\$5,538)	(\$6,419)	(\$5,452)	(\$5,391)	(\$6,200)	(\$6,072)	(\$681)	12.63%
1707383	455615	TELFER REV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
		TOTAL REVENUES	(\$5,563)	(\$6,819)	(\$5,552)	(\$5,691)	(\$6,200)	(\$6,372)	(\$681)	11.97%
PERSONNEL SERVICES										
1707383	5110	REG PERSNL	\$21,208	\$11,103	\$11,405	\$11,496	\$11,496	\$11,943	\$447	3.89%
1707383	5150	OVERTIME	\$66	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707383	5191	WIS RETIRE	\$2,456	\$657	\$759	\$796	\$796	\$812	\$16	2.01%
1707383	519301	SOC SEC	\$1,275	\$667	\$696	\$693	\$693	\$727	\$34	4.91%
1707383	519302	MEDICARE	\$298	\$156	\$163	\$162	\$162	\$170	\$8	4.94%
1707383	5194	HOSP INS	\$9,563	\$5,365	\$5,784	\$5,861	\$5,861	\$5,861	\$0	0.00%
1707383	5195	LIFE INS	\$43	\$21	\$29	\$36	\$36	\$38	\$2	5.56%
CONTRACTUAL SERVICE										
1707383	5211	VEH. OPER	\$781	\$1,695	\$253	\$1,133	\$600	\$1,029	(\$104)	-9.18%
1707383	5214	OTH EQ MAI	\$93	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
1707383	5241	CONT-LABOR	\$2,533	\$1,304	\$1,331	\$1,145	\$1,500	\$1,245	\$100	8.73%
1707383	5244	OTHER FEES	\$302	\$0	\$0	\$500	\$500	\$500	\$0	0.00%
1707383	5261	STRUCT MAI	\$561	\$929	\$2,383	\$2,300	\$2,300	\$2,300	\$0	0.00%
1707383	5262	PAINT/CLEN	\$70	\$704	\$507	\$700	\$550	\$700	\$0	0.00%
MATERIALS & SUPPLIES										
1707383	5321	ELECTRICITY	\$6,072	\$10,261	\$4,888	\$6,800	\$5,700	\$6,800	\$0	0.00%
1707383	5322	GAS/HEAT	\$1,421	\$1,450	\$1,293	\$1,500	\$1,300	\$1,500	\$0	0.00%
1707383	5323	WATER	\$1,018	\$751	\$897	\$925	\$900	\$925	\$0	0.00%
1707383	5324	SEWER CHG	\$750	\$360	\$152	\$400	\$375	\$400	\$0	0.00%
1707383	5325	STORMWATER	\$1,613	\$1,344	\$1,613	\$1,600	\$1,300	\$1,600	\$0	0.00%
1707383	5343	GENL COMM	\$902	\$542	\$601	\$1,500	\$1,300	\$1,500	\$0	0.00%
		TOTAL EXPENDITURES	\$51,025	\$37,308	\$32,754	\$37,547	\$35,369	\$38,050	\$503	1.34%
		NET TOTAL	\$45,462	\$30,489	\$27,202	\$31,856	\$29,169	\$31,678	(\$178)	-0.56%

BUDGET MODIFICATIONS: No fee increases for 2015.

PERCENTAGE OF POSITION ALLOCATED TO FUNDS				
Department/Division	2015 FTE Equivalent	Position Status	Budgeted Fund	Percentage Allocated
MAINTENANCE SPECIALIST	1.00	FT	General Fund - Ice Arena	50%
			General Fund - Krueger Pool	15%
			General Fund - Rotary Center	10%
			General Fund - Edwards Pavilion	25%
<b>EDWARDS PAV/ICE ARENA</b>	<b>1.00</b>			

PERFORMANCE MEASURES THAT ILLUSTRATE PROGRESS & 2014 STRATEGIC GOAL ACCOMPLISHMENTS

**PROGRAM STRIVES TO OBTAIN COUNCIL STRATEGIC OBJECTIVE:**

5. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.

	<u>PROGRAM OBJECTIVES:</u>	<u>PERFORMANCE INDICATORS:</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Target</u>	<u>2015 Target</u>
<u>Workload:</u>	1. Encourage public use of the Edwards Center	# of pavilion rentals	15	14	12	15	15
	2. Evaluate quality of services	# of facility inspections	6	6	6	6	6
<u>Efficiency &amp; Effectiveness:</u>	2. Evaluate quality of services	% of inspections rated satisfactory	90%	90%	90%	90%	90%
<u>Workload:</u>	1. Provide enjoyable recreation services that attract and retain residents.	# of ice rink passes.	29	44	45	45	45
		# of ice skating lesson registrants	15	5	0	0	0
		Ice rink usage in hours by school district	220	144	147	150	150
		Ice rink usage by BYHA hours	800	809.25	781.25	800	800

<u>PROGRAM</u>		<u>PERFORMANCE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>OBJECTIVES:</u>		<u>INDICATORS:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>	<u>Target</u>
		Ice rink usage by other organizations hours	26	51.50	53.25	55	55
		# Skate Rentals	1,852	1,466	1481	1500	1500
		# Public Skate Admissions	2,507	2,049	2150	2300	2300
	2. Provide well maintained facilities that attract and retain residents.	# of maintenance audits completed	6	6	6	6	6
<u>Efficiency &amp; Effectiveness:</u>	2. Provide well maintained facilities that attract and retain residents.	% audits rated satisfactory	90%	90%	90%	90%	90%

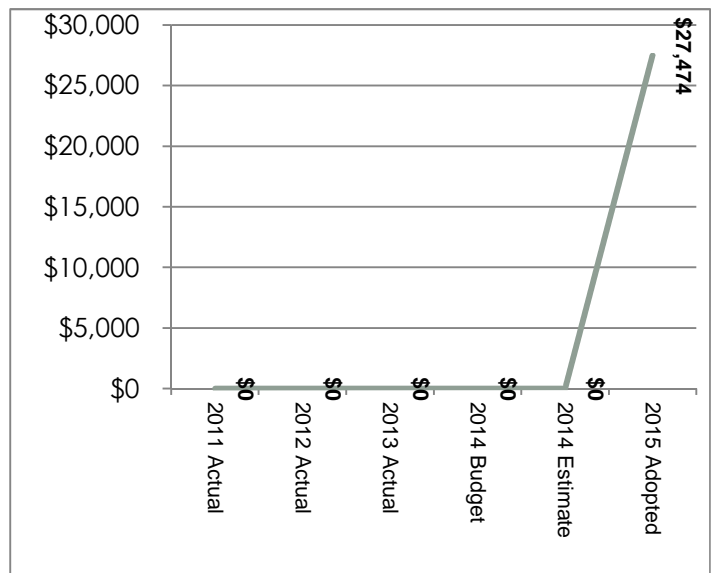
## DEPARTMENT OF PUBLIC WORKS

2015 OPERATING BUDGET

***General Fund –  
Big Hill Park Center  
Description:***

The City of Beloit proposes in 2015 to purchase the Girls Scouts building located at Big Hill Park. A new cost center was added to the budget to track Revenues and Expenses. The City estimates an increase of approximately \$15K in expenditures related to operating the building.

A variety of uses for the building may include (but not limited to): Public Room Rentals; Development of a Nature Educational Center/Museum; Enhance and expand Day Camp Programming; Public and/or Private Leasing of Office Space; Partnership Program opportunities with Non For Profit Groups; Develop as a Small Conference Retreat Center; Enhancement to Beloit's Winterfest and the future new Bike Trail to be developed within Big Hill Park.



			2011	2012	2013	2014	2014	2015	AMOUNT	PCT
			ACTUALS	ACTUALS	ACTUALS	BUDGET	ESTIMATE	ADOPTED	CHANGE	CHANGE
BIG HILL PARK CENTER										
DEPARTMENTAL EARNING										
1707386	455617	BIGHILLREN	\$0	\$0	\$0	\$0	\$0	<b>(\$15,000)</b>	(\$15,000)	100.00%
		TOTAL REVENUES	\$0	\$0	\$0	\$0	\$0	<b>(\$15,000)</b>	(\$15,000)	100.00%
CONTRACTUAL SERVICE										
1707386	5214	OTH EQ MAI	\$0	\$0	\$0	\$0	\$0	<b>\$6,900</b>	\$6,900	100.00%
1707386	5215	COMP/OFF M	\$0	\$0	\$0	\$0	\$0	<b>\$3,000</b>	\$3,000	100.00%
1707386	5248	ADV/MARKT	\$0	\$0	\$0	\$0	\$0	<b>\$1,000</b>	\$1,000	100.00%
1707386	5261	STRUCT MAI	\$0	\$0	\$0	\$0	\$0	<b>\$1,000</b>	\$1,000	100.00%
1707386	5262	PAINT/CLEN	\$0	\$0	\$0	\$0	\$0	<b>\$2,000</b>	\$2,000	100.00%
1707386	5271	TEL-LOCAL	\$0	\$0	\$0	\$0	\$0	<b>\$400</b>	\$400	100.00%
MATERIALS & SUPPLIES										
1707386	5321	ELECTRICITY	\$0	\$0	\$0	\$0	\$0	<b>\$7,344</b>	\$7,344	100.00%
1707386	5322	GAS/HEAT	\$0	\$0	\$0	\$0	\$0	<b>\$4,272</b>	\$4,272	100.00%
1707386	5325	STORMWATER	\$0	\$0	\$0	\$0	\$0	<b>\$558</b>	\$558	100.00%
1707386	5343	GENL COMM	\$0	\$0	\$0	\$0	\$0	<b>\$1,000</b>	\$1,000	100.00%
		TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0	<b>\$27,474</b>	\$27,474	100.00%
		<b>NET TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,474</b>	<b>\$12,474</b>	<b>100.00%</b>

**BUDGET MODIFICATIONS:** There is a 2015 CIP project to purchase and make fixes to the Big Hill Park Center.

The facility could be used for one or more of the programs. Each program would need to be analyzed separately to compare costs with projected revenue to determine the viability of the program. Market rates for rentals and comparable program fees along with staffing/personnel, program equipment & supplies, and marketing costs would all be considered in the analysis.