



City of  
**BELOIT**, Wisconsin

2011

**STRATEGIC PLAN**

**AND KEY**

**DEPARTMENTAL**

**INITIATIVES**

## 2011 City of Beloit Strategic Plan

- I. Introduction Memo: Pages 1-2
- II. 2011 Vision/Mission Statements & Goals: Page 3
- III. Departmental Strategic Plans for Fiscal Year 2011

Pages: 4 - 72

City Manager: 4 - 13  
Economic Development: 14 - 20  
City Attorney: 21 - 22  
Community Development: 23 - 28  
Finance and Administrative Services: 29  
City Clerk: 30 - 34  
Municipal Court: 35  
Accounting and Purchasing: 36  
Finance: 37  
Human Resources: 38  
Information Systems: 39 - 40  
Treasury: 41  
Assessor's Office: 42 - 45  
General Services: 46  
Fire Department: 47 - 52  
Police Department: 53 - 55  
Department of Public Works: 56  
Engineering: 57 - 58  
Operations: 59 - 60  
Parks & Leisure Services: 61 - 67  
Transit: 68  
Wastewater Utility: 69  
Water Utility: 70  
Storm Water Utility: 71  
Library: 72 - 73

- IV. Recommended Key Strategic Objectives for City Strategic Plan for 2011

Pages: 74 - 85

June 7, 2010

City Council  
City of Beloit  
Beloit, Wisconsin

Dear City Councilors:

It is my pleasure to submit to you the Departmental Strategic Plans and Objectives and Key Strategic Objectives for the City of Beloit for fiscal year 2011. One of the first steps in our annual budget planning process is to revisit and review our strategic plans and objectives. It is important that we annually review our Strategic Plan in order to ensure that we remain abreast of and on track with our changing environment. A Strategic Plan is a tool that provides for the establishment of long term goals, annual objectives and detailed actions/strategies that address issues related to performance, productivity, community and required statutory services. It also provides the Council an opportunity to develop strategic objectives for staff implementation.

On May 4, 2010, the management team submitted their departmental Strategic Plans and Objectives for 2011 to the City Manager for Council consideration. These were prepared based on the City's proposed Vision/Mission Statements and Goals for 2011 and are contained in this document.

This Strategic Plan Document consists of the following four sections:

- I. Introductory Section
- II. Adopted Vision/Mission Statements and Goals
- III. Departmental Strategic Plans for Fiscal Year 2011
- IV. Recommended Key Strategic Objectives for City's Strategic Plan for 2011.

### **Introductory Section**

The introductory section includes this transmittal letter which briefly explains the need for public sector Strategic Planning. Strategic Planning is a process of investigation, learning, and implementation in a collaborative environment that encourages the organization to progress and evolve. It is used by local governments as a means of:

- identifying issues and challenges
- encourage creativity and innovation
- ensure efficient use of resources
- develop greater degree of cooperation and collaboration
- defines roles, responsibilities and accountability
- tied to budget program performance
- serves as the basis for funding requests and clarifies the City's intent and use of funds

## **Vision/Mission Statements and Goals**

This section lists the Vision/Mission Statements and Goals which were provided for on the May 17<sup>th</sup> Strategic Plan Workshop.

## **Departmental Strategic Plans for Fiscal Year 2011**

Each department has prepared and submitted departmental strategic plan/objectives for FY 2011. These are contained in Section III of the workbook.

## **Recommended Key Strategic Objectives for City Strategic Plan for 2011**

Each department plan was reviewed by the City Manager to determine which departmental objectives would most significantly impact the City or the Budget for FY 2011. These are grouped together as “key strategic objectives” and are contained in Section IV of the workbook. These “key strategic objectives” are the City’s Strategic Plan for 2011.

On behalf of the management team we are looking forward to working with the Council on the development of the City’s Strategic Plan for FY 2011. This is an exciting opportunity to chart the future of the City and marks the beginning of the FY 2011 Budget process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul E. York', with a long, sweeping horizontal line extending to the right.

Paul E. York  
Finance and Administrative Services Director

# **Beloit City Council Vision/Mission Statements and Goals 2011**

## **VISION STATEMENT**

Beloit – The gem of the Rock River Valley, embracing sustainable public policy, service delivery and development in ways that protect the natural and built environment, enhance economic competitiveness and create a high quality living experience for current and future generations.

## **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.

## **GOALS**

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. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization and new development.
5. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.

# City Manager

**Department:** City Manager

**City of Beloit Strategic Goal:** 1, 2 & 4

**Program:** Provide efficient, effective management of day to day government services and operations

**Performance 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. Continue full implementation of the City's eco-municipality program, including continued use of sustainability with regard to public policy decision making and various development initiatives underway in the community.

**Performance Measure:**

Assist Department Directors in ensuring that all service delivery is provided in an effective and efficient manner; that City resources are budgeted and expensed in a frugal way to provide maximum positive impact and that various administrative support activities are conducted in the most efficient and economical manner.

**Action Steps:**

1. Direct involvement in the detailed evaluation of all budget submittals for both the operating and capital budgets to ensure the productive allocation of resources.
2. Continue working with Department Directors analyzing operations and administrative support systems to ensure efficiency and effectiveness.
3. Continue working with Department Directors processing grant applications and using Build America bond financing to ensure the most efficient and effective use of all Federal and other grant funds received by the City and its various operating departments.
4. Continue to focus attention on the Eco-Municipality 4-step decision making process to maximize the positive environmental impact of all public policy and service delivery decisions.



**Department:** City Manager

**City of Beloit Strategic Goal: 2**

**Program:** Continue the focus on the City's eco-municipality program, including the use of sustainable practices.

**Performance Objective:**

The City Council's adoption of an eco-municipality program and subsequent steps undertaken by the City to implement the "natural step process" started a positive trend toward the use of sustainable practices in all public policy decisions. The City needs to continue the strong eco-municipality focus and several specific initiatives will be undertaken in 2010 to continue that important initiative.

**Performance Measure:**

The City has already concluded a number of significant environmental and energy efficiency related projects and will continue with those initiatives into 2010. The action steps listed below include several specific program initiatives that we anticipate undertaking to further expand the eco-municipality program.

**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. Finalize testing on hydrogen on demand vehicles, and if results warrant, proceed with transition of a significant portion of the Municipal fleet to utilize this fuel alternative.
3. Continue implementation of the new Energy Block Grant Program, which will be combined with funding included in the City's Capital Improvements Program for studying energy efficiency. The first major project will be to evaluate the possible use of solar or geo-thermal energy to provide energy for municipal facilities, particularly the City Hall.
4. Continue to utilize an employee-based sustainability committee to work on ways to implement sustainability practices in City facilities with regard to all service delivery operations.



**Department:** City Manager

**City of Beloit Strategic Goal:** 1 & 2

**Program:** Continue the Manager's involvement in economic development activities

**Performance Objective:**

Continue the Manager's 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 a successful economic development program.

**Performance Measure:**

As stipulated in the Economic Development Department's strategic plan, performance will be measured by a combination of new businesses recruited to the City, particularly in the Gateway Business Park; the retention and expansion of existing businesses within the corporate limits of Beloit; and the number of new jobs created within the community.

**Action Steps:**

1. With the completion of the Gateway Boulevard Expansion in 2010, along with a slowly strengthening economy, every effort will be made to market the Gateway Business Park and related privately owned parcels located within the same Tax Incremental Finance District (TID). Hopefully, the infrastructure improvements, combined with a stronger economy will lead to some successful business recruitments in 2011.
2. Continue to work on office, business and residential development and redevelopment in the downtown City Center area. Marketing will continue on vacant buildings and parcels to bring more development downtown.
3. In conjunction with the Downtown Beloit Association (DBA), the City will continue planning for potential reuses for the downtown Kerry building. Alternatives will include the possibility of early demolition if no reuse for the existing structure is located within a reasonable period of time.
4. We will continue our very successful business retention program. In conjunction with the Greater Beloit Economic Development Corporation, we will continue to visit with key business leaders, mostly larger industrial concerns, throughout the City each year. The Greater Beloit Economic Development Corporation (GBEDC) has launched a more comprehensive business retention effort, which will continue to be supported by the City.
5. To continue working closely with the GBEDC as a full and active partner of Rock County 5.0 to further explore the enhanced regional cooperation that has evolved as a result of this new economic development initiative. Efforts will continue on programs that are as diverse as joint marketing to potential food cluster industries, along with the possible expansion and widening of the I-39/90 corridor.
6. Work with local educational institutions to plan and implement programs with a focus on Specialized Workforce Training. Continued support for the Stateline Career and Technical Education Academy (SCTEA) will be integral to that effort.

**Department:** City Manager

**City of Beloit Strategic Goal:** 2 & 4

**Program:** Continue to work on the casino development as needed

**Performance Objective:**

Continue a close dialogue (and collaboration) with the Tribes pursuing a possible Bureau of Indian Affairs approval for a land based tribal casino to be located in the City of Beloit. Work has continued throughout 2010 with not only the original Chippewa Tribes, but with the Ho-Chunk Nation, as well.

**Performance Measure:**

While the City is not the applicant and has no direct ability to influence either the application or, ultimately, the approvals required by the State and Federal government, every effort will be made to continue to provide assistance. The City Manager maintains a strong, on-going dialogue with Tribes and their representatives to continue to move the process forward.

**Action Steps:**

1. Continue close communication with the Tribes (including the Ho-Chunk Nation) and their representatives regarding not only the application but various other issues relative to getting a casino into full operation.
2. Continue to support the Chippewa and Ho-Chunk Tribes in their direct effort to develop a new application for a joint gaming facility for review and consideration by the U.S. Department of the Interior.
3. Be available at any time to provide direct assistance to the Tribes as part of their application process, including periodic travel to Washington, D.C. to communicate directly with the Bureau of Indian Affairs and the U.S. Department of the Interior.
4. If approvals are received for the casino, work closely with the Tribes and their representatives on the site layout and the design of the facility, which will be required during the initial phases of implementation.

**Department:** City Manager

**City of Beloit Strategic Goal:** 1

**Program:** Continue transition to E-government with minimal use of paper, printing and postage to support municipal operations

**Performance Objective:**

The City's website is a work in progress, continuing to receive significant upgrades. It is anticipated that substantial focus on the website will continue into 2011. The City will continue with ways to further improve and expand the City's use of electronic communication means including additional documents placed on the website as opposed to the use of traditional bound paper copies.

**Performance Measure:**

The City's ever-expanding website provides more and more information, thereby increasing the transparency of all governmental operations. Website "hits" and continued efforts to educate residents about the tremendous amount of information available on the website and to encourage its full utilization is one of the key performance measures under this particular annual objective. Savings in printing and publication costs also reflect directly on the e-government initiative to replace written documents with electronic communication. Continued upgrades on the City's website, including additional information on the City's new "green" page will further communicate and educate the public about the City's ongoing eco-municipality and sustainability related initiatives.

**Action Steps:**

1. The City will continue to carefully monitor and fully utilize the City's website and the major communications medium, with the understanding that the website is the "first impression" most people have of the City of Beloit. The e-mail notification service and the streaming video recently implemented have improved communications potential from the website, and efforts will continue to make additional technological modifications whenever possible.
2. E-government communication of all types remain a high priority. The City will continue to use electronic means rather than more traditional paper documents whenever possible. Direct deposit for payroll and electronic distribution of payroll stubs implemented in 2009 have further reduced paper and printing costs for the corporation.
3. We will continue to consider the use of electronic packets for various board and commission agendas and related materials, which are still being distributed using a hard copy format.
4. Expand the use of electronic meeting packets for City Boards and Commissions.



**Department:** City Manager

**City of Beloit Strategic Goal:** 1 & 4

**Program:** Facilities planning/Police Department/City Hall Space Needs/Possible Snappers Stadium

**Performance Objective:**

A space needs assessment was completed in 2009, followed by an evaluation of various site alternatives, which has continued into 2010. It is still anticipated that we will have a decision before the end of 2010 as to an affordable selected site for this project. If so, additional engineering and design services will be undertaken in 2011. The City will also continue to maintain a dialogue with the Snappers regarding the possible location and construction of a new Snappers stadium.

**Performance Measure:**

Completion of the preliminary site evaluation alternatives for the new Police facility. Once the site and scope of the facility has been determined, we can proceed with the actual preparation of plans and specifications for the structure. While we do not have a tighter timeline, we continue to search for and review affordable options.

**Action Steps:**

1. Continue to work closely with the Police Chief and his staff to finalize planning and obtain an agreement on an affordable site for the location of a new Police facility.
2. Enter into a design contract to actually begin preparation, plans, specifications and bidding documents for the selected facility.
3. While the Police Department design is underway, begin to prepare an interior remodeling plan for the Beloit City Hall to not only facilitate both the remodeling and reutilization of the available space in the building so that it will best meet the needs of employees and residents who regularly utilize the facility.
4. Continue close communication with the Snappers management regarding the possible location, funding and construction for a new Snappers stadium to be built for the team's use.

**Department:** City Manager  
**Program:** Public Information

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

**Performance Objective:**

Provide citizens and other customers with accurate, objective and timely information on services and developments in the City of Beloit.

**Performance Measure:**

Weekly publication of the Beloit Report and monthly production of Beloit Today and other media events.

**Action Steps**

1. Weekly publication of the “Beloit Report”
2. Monthly production of the “Beloit Today” show
3. Regular contact with “Beloit Daily News” reporters and “Stateline News”.
4. Miscellaneous Public Information projects as required
5. Post media releases, policies, newsworthy articles, meeting notices and archived copies of City Council meetings and “Beloit Today” show on the City’s website
6. Post information on the Cable Access Message Board as needed. Assist other departments to post information as needed.
7. Provide staff support to Cable Television Advisory Committee as it transitions to a non-municipal advisory committee.
8. Assist the Cable Access television station with planning technical upgrades as needed.

**Department:** City Manager

**City of Beloit Strategic Goal:** 2 & 5

**Program:** Maintain communications and a positive working relationship with other local government partners.

**Performance Objective:**

In past years, we have built strong working relationships with all the local governments in the Stateline area. We will continue to develop productive working relationships with all the local governments in the Stateline area. Receiving a unanimous vote by the Rock County Board to allocate \$4.1 million of Recovery Zone Economic Development Bonds to the City of Beloit was reflective of the movement that has been made in developing a more collaborative working relationship with other units of government. Our strategic involvement in Rock County 5.0 further highlights the positive working relationships that have evolved in Rock County in recent years. We also have very good relationships with the City of South Beloit, Town of Turtle, and Town of Beloit.

**Performance Measure:**

The success in working with Rock County 5.0 will be a significant performance measure in 2011. We will also work very hard with all the local units of government to maintain the positive and collegial working relationship, which has evolved in recent years. We hope to see continued redevelopment in the City of South Beloit, particularly along the Turtle Creek/Rock River corridors. We hope to maintain good on-going relations with the Town of Turtle, particularly with regard to getting sewer service to the Town islands.

**Action Steps:**

1. Continue involving South Beloit Mayor in both the Beloit 2020 City Center planning process as well as the casino application effort.
2. Continue the close involvement with the new Rock County 5.0 Economic Development Corporation to promote Economic Development on a regional basis. Every effort will be made to work collaboratively, including continuing joint service delivery of things like the recycling drop-off facility and, hopefully, to find mutual solutions to issues that impact multiple jurisdictions.
3. Continue monthly meetings with Janesville and Rock County officials and maintain the positive relationship that has resulted 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 in general, support the School District's important mission of providing educational opportunities to Beloit residents.



**Department:** City Manager  
**Program:** Public Housing Remodeling

**City of Beloit Strategic Goal:** 4

**Performance Objective:**

The extensive and personal involvement of the Assistant City Manager and the large scale use of low income tax credits to remodel the City's entire Public Housing inventory necessitates that a goal be added specifically reflecting that commitment of time and resources from the City Manager's office. An initial allocation of tax credits has been authorized and work is proceeding on implementing the first stage of this project. A second application is pending for the balance of the tax credits required to complete the entire Public Housing remodeling effort.

**Performance Measure:**

Seeing the first phase of remodeling projects to construction in 2010, along with periodic follow-up projects continuing into 2011 and beyond, as the units are remodeled in phases over time. Receipt and processing of the second round of tax credits for the remodeling effort will also be a significant measure of success.

**Action Steps**

1. The Assistant City Manager continues to work with the Community Development staff and the consulting team to work through all of the administrative steps required to get the first phase of remodeling projects to construction.
2. Continue to maintain close contact with the consulting team and staff required to get the second allocation of credits approved and sold.
3. Work closely with the Director of Beloit Housing Authority to make sure that all Housing Authority tenants receive thorough and courteous assistance to facilitate the relocations that will be needed throughout the remodeling process.

# Economic Development

*Mission Statement: To improve the economic vitality of the City of  
Beloit in order to build a better quality of life for all it's citizens.*



**Department:** Economic Development

**City of Beloit Strategic Goal:** 2

**Program:** Establish and maintain an effective and responsive business courtesy call program.

**Performance Objective:**

Conduct ongoing business calls through the Business Courtesy Call Program

**Performance Measure:**

Constantly update master list of major employers and track courtesy calls.

**Action Steps:**

1. Conduct two calls each month.
- 



**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.

**Performance Objective:**

Create, Implement, Manage, and Evaluate Tax Incremental Finance Districts.

**Performance Measure:**

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. Create targeted TID districts to leverage significant economic development projects.
5. Develop a strategy to enhance the performance of under performing TID's.

**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.

**Performance Objective:**

Enhance communication between Vision Beloit partners.

**Performance Measure:**

All Vision Beloit partners coordinating activities, avoiding redundancies.

**Action Steps:**

1. Attend Downtown Beloit Association (DBA) Board Meetings and events.
  2. Attend Beloit Fine Arts Incubator (BFAI) Board Meetings and events.
  3. Attend Chamber Board Meetings and events.
  4. Attend Visit Beloit Board Meetings and events.
  5. Continue to serve as Executive Director of the Greater Beloit Chamber of Commerce (GBEDC).
  6. Co-locate offices with other partner organizations at the Vision Center.
  7. Meet monthly with Vision Beloit partners to review and update GBEDC's Strategic Plan.
- 

**Performance Objective:**

Continue to leverage the advantages of collaborating with regional economic development partners.

**Performance Measure:**

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
2. Participate in Rock County Development Alliance
3. Participate in Tri-State Alliance
4. Participate in Thrive
5. Participate in I-39 Corridor



**Department:** Economic Development

**City of Beloit Strategic Goal: 2**

**Program:** DBA to create an economic climate that retains and attracts businesses that complement and support each other and enhance the value of Downtown.

**Performance Objective:**

Initiate and manage an aggressive, proactive and targeted downtown business recruitment program.

**Performance Measure:**

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. Consider developing new marketing campaign.
- 

**Performance Objective:**

Consider options for redeveloping the Wagner's building.

**Performance Measure:**

An approach identified that could lead to a redevelopment project.

**Action Steps:**

1. Identify tools and resources available.
  2. Identify potential partners.
- 

**Performance Objective:**

Initiate, market and manage the TID #5 Funded Façade Grant Program.

**Performance Measure:**

Number of façade restorations completed annually.

**Action Steps:**

1. Market Façade Grant Program to downtown district.
2. Proactively identify potential candidates for high impact façade restoration projects.
3. Meet with property owners.
4. Facilitate grant approval process with Economic Restructuring team.
5. Notify City of Beloit of grant approvals and payment requests.



**Department:** Economic Development

**City of Beloit Strategic Goal:** 2

**Program:** DBA to create an economic climate that retains and attracts businesses that complement and support each other and enhance the value of Downtown.

**Performance Objective:**

Initiate, market and manage the TID #5 Funded Upper Floor Housing Grant Program.

**Performance Measure:**

Number of residential units completed annually.

**Action Steps:**

1. Market Upper Floor Housing Grant Program to downtown district.
  2. Proactively identify potential candidates for upper floor residential build-out projects.
  3. Meet with property owners.
  4. Facilitate grant approval process with Economic Restructuring team.
  5. Notify City of Beloit of grant approvals and payment requests.
- 

**Performance Objective:**

Find an appropriate reuse of vacated Kerry properties or prepare to raze property.

**Performance Measure:**

New tenants/owner occupy/redevelop former Kerry facilities or plan in place.

**Action Steps:**

1. Determine means of property transaction sale/lease etc.
2. Refer to Downtown Redevelopment Plan.
3. Determine potential partners and investors.
4. Add demolition plans to CIP and prepare bids in 2011 for 2012 demolition.



**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.

**Performance Objective:**

Track and document economic development activity, reporting results to City Council on a quarterly and annual basis.

**Performance Measure:**

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 Proposal (RFP) activity.

**Performance Objective:**

Maintain the ability to respond rapidly to site selection RFP's.

**Performance Measure:**

Respond to all RFP'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 Economic Development Director's absence.
3. Coordinate RFP process with major Economic Development partners such as Mooney Lasage Group (MLG) and Hendrick's Commercial Properties (HCP), etc.
4. Continue to provide staff with the ability to make "in field decisions" on incentive packages.

**Performance Objective:**

Promote Development in the Gateway project area.

**Performance Measure:**

Number of acres sold.

**Action Steps:**

1. Continue to support and monitor Gateway infrastructure development.
2. Support MLG's efforts to market Gateway property.
3. Include Gateway options in all appropriate RFP'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. Complete virtual buildings project.
9. Promote the park's "shovel ready certification".



**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.

**Performance Objective:**

Continue to market remaining property in the I-90 Industrial Park.

**Performance Measure:**

Number of acres sold.

**Action Steps:**

1. Package and distribute information on available parcels.
  2. Include Industrial Park options on all appropriate RFP's.
  3. Manage and promote tax credit incentive program.
  4. Respond to all prospect information requests.
  5. Package incentives according to policies and resources.
- 

**Performance Objective:**

Consider enhancing the Choose Beloit Initiative

**Performance Measure:**

New and existing employees of area companies are aware of Beloit quality of life and housing opportunities.

**Action Steps:**

1. Finalize the development of initiative.
  2. Identify partners and fund program.
  3. Launch initiative.
  4. Measure results.
- 

**Department:** Economic Development

**City of Beloit Strategic Goal:** 2

**Program:** Proactive Marketing

**Performance Objective:**

Continue a proactive marketing campaign.

**Performance Measure:**

Number of direct marketing activities involved in.

**Action Steps:**

1. Continue to use the comprehensive marketing campaign.
2. Attend and participate in appropriate trade shows.
3. Attend quarterly Chicago broker/site selector contact visits.
4. Target market to targeted industry clusters.

# City Attorney

*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.*

**Department:** City Attorney  
**Program:** Legal Services

**City of Beloit Strategic Goal: 1**

**Performance 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.

**Performance Measure:**

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.

# Community Development

*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.*

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Neighborhood Planning - Comprehensive Plan Review and Update

**Performance Objective:**

Ensure that the Comprehensive Plan reflects the goals and objectives of the City of Beloit.

**Performance Measure:**

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 Plan Commission, notify the adjacent municipalities and required stakeholders in our community.
  4. Bring proposed amendments to City Council for its consideration.
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Neighborhood Planning

**Performance Objective:**

Administer the Zoning, Subdivision, Architectural Review, and Historic Preservation Ordinances

**Performance Measure:**

Process all applications and answer citizen questions in a timely manner.

**Action Steps:**

1. Respond to citizen questions regarding the various zoning and land use applications.
  2. Accept applications for Zoning Map Amendments, Conditional Use Permits, Architectural Review Certificates, Variances, Certificate of Appropriateness, Certified Survey Maps, and Subdivision Plats.
  3. Schedule item for action at appropriate committee, Landmarks Commission, Plan Commission, or Board of Appeals.
  4. Prepare staff report or in the cases of staff-approved items, prepare letter outlining the staff recommendation.
  5. Present staff reports to the boards and/or City Council.
  6. Follow-up with the applicant following board approval or denial.
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Fair Housing

**Performance Objective:**

Work with Equal Opportunities and Human Relation Commission to review fair housing cases and provide fair housing education to lenders, realtors, landlords, and residents.

**Performance Measure:**

Continue to provide fair housing services.

**Action Steps:**

1. Hold quarterly training sessions on fair housing.
2. Review and update the Fair Housing brochure and post brochures at numerous locations in the City.
3. Continue to address issues and strategies identified in the Analysis of Impediments to Fair Housing.

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Authority – Public Housing Security Officer Program

**Performance Objective:**

Develop and maintain successful Public Housing Security Officer Program which promotes neighborhood safety and resident involvement.

**Performance Measure:**

Apply for 2011 Consolidated Funding Program (CFP) and include continued Security Officer Program in grant application

**Action Steps:**

1. Apply for 2011 CFP Grant
  2. Broaden scope of duties and hours to include more interaction with Public Housing participants
  3. Develop and maintain Anti-Bullying and Anti-Drug Programs with Public Housing participants and their children.
  4. Create and coordinate with Police Department marketing/informational materials for residents and residents' families.
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Authority – Section 8 Family Self-Sufficiency Program

**Performance Objective:**

Continue to service and graduate successful applicants while maintaining an effective Section 8 Family Self-Sufficiency (FSS) Program

**Performance Measures:**

Apply for 2011 Grant, continue to set individualized, realistic goals for program participants, and develop community resource network for program areas where resources are available

**Action Steps:**

1. Apply for 2011 Grant.
2. Continue to develop networks with agencies and businesses in Beloit, Janesville, and Rock County.
3. Update marketing material for FSS program and attend any appropriate training available to assist participants.
4. Continue to market program to agencies, participants, applicants, and businesses.



**Department:** Community Development **City of Beloit Strategic Goal:** 4

**Program:** Housing Authority – Section 8 Homeownership Program

**Performance Objective:**

Maintain Section 8 Homeownership Program

**Performance Measure:**

Continue and broaden Section 8 Homeownership Program as part of above Family Self Sufficiency program and separately for those residents who wish to participate through December 31, 2011.

**Action Steps:**

1. Continue to train staff on Housing Choice Voucher Homeownership Program.
  2. Continue to develop partnerships with local banks for financing of homes
  3. Continue to partner with Neighborhood Housing Services (NHS) to provide homeownership classes
  4. Update marketing material
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4

**Program:** Housing Authority – Public Housing Tax Credit Rehabilitation

**Performance Objective:** Begin Tax Credit Public Housing Rehab Phase II of the tax credit project.

**Performance Measure:**

Receive approval for funding of Tax Credit application, sell tax credits, upgrade scattered site housing units and Parker Bluff housing units

**Action Steps:**

1. The Consultant will work with banks/agencies to sell tax credits.
  2. The Consultant will put action plan into place for the Public Housing Rehab project.
  3. The Contractor RFP's will be distributed.
  4. Bid documents and specifications will be prepared and published.
  5. Bids will be awarded.
  6. Rehab will begin.
- 

**Department:** Community Development **Beloit Housing Authority Strategic Goal:** 5

**Program:** Housing Authority – Public Housing Resident Support Program (RSP)

**Performance Objective:**

Develop Public Housing Resident Support Program (RSP) which addresses educational, vocational, and workforce development issues.

**Performance Measure:**

Begin Public Housing Resident Support Program (RSP).

**Action Steps:**

1. Apply for available grants, use any excess Public Housing funds available, and include a request for funds in 2011 CFP grant for start up costs.
2. Attend appropriate training available to assist participants.
3. Develop networks with agencies and businesses in Beloit, Janesville, and Rock County.
4. Create marketing material for program.
5. Market program to agencies, participants, applicants, and businesses.

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Services and Code Enforcement – Systematic Code Enforcement  
**Performance Objective:**  
Systematically inspect residential properties City-wide.

**Performance Measure:**  
Improve the appearance of the neighborhoods.

**Action Steps:**

1. Evaluate inspector assignments. Change inspector assignments as needed.
  2. Inspectors will drive by and inspect the exterior of every property in the City.
  3. Track inspections using the MUNIS system.
  4. Assign rental inspections to the appropriate inspector.
  5. Complete interior rental inspections and track inspections using the MUNIS system.
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Services and Code Enforcement – Neighborhood Stabilization Program

**Performance Objective:**  
Administer the Neighborhood Stabilization Program to meet program goals set by the state and federal governments.

**Performance Measure:**  
Reduce the number of foreclosed homes in the hardest hit neighborhoods

**Action Steps:**

1. Use Neighborhood Stabilization 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. Work with the City of Janesville, Rock County and Neighborhood Housing Services to implement the grant.
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Services and Code Enforcement – Partnering with NHS and Community Action to revitalize our older neighborhoods.

**Performance Objective:**  
Work with NHS, Community Action, and the neighborhood groups to revitalize our existing Central City neighborhoods.

**Performance Measure:**  
Provide housing rehab loans in our older 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.

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Services and Code Enforcement – Lead Hazard Reduction

**Performance Objective:**

Implement a program to utilize funds from the Lead Hazard Reduction Grant to make more homes in the City of Beloit lead safe.

**Performance Measure:**

Administer funding program to deal with lead issues.

**Action Steps:**

1. Work with the City of Janesville and Rock County to implement the grant.
  2. Work with the Rock County Health Department to address lead poisoning issues at residences where children have been poisoned.
  3. Encourage home owners and landlords to participate in the program to make their homes lead safe for children.
- 

**Department:** Community Development **City of Beloit Strategic Goal:** 4  
**Program:** Housing Services and Code Enforcement – Neighborhood Redevelopment

**Performance Objective:**

Promote redevelopment of City-owned and other vacant lots in the City of Beloit.

**Performance Measure:**

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, 2010.

# Finance and Administrative Services

*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:** City Clerk                      **City of Beloit Recommended Strategic Goal:** 1 & 3  
**Program:**        Records and Elections

**Performance Objective:**

Administer two elections in 2011.

**Performance Measure:**

Successful use of equipment, procedures and training to produce voter confidence and voter satisfaction in the election process.

**Action Steps:**

1. Enter and update voter records in the Statewide Voter Registration system (SVRS) for new registrants, those who have moved or changed their names, deceased, felons, and those who voted on any given election day.
2. Continue to use the SVRS absentee module in addition to the rest of the program.
3. Take additional SVRS training on reports and use those reports for statistical purposes.
4. Send correspondence to voters regarding their voter registration status and proper completion of registration applications.
5. Process absentee ballot requests both via mail and in person; train Special Voting Deputies and process absentee ballots completed at local nursing homes.
6. Prior to each election, order ballots, prepare poll books and prepare and pack numerous materials for the ten polling places.
7. Prepare and publish all public notices as required by law.
8. Prior to each election test 20 machines – ten Optechs and ten Automarks.
9. Work in concert with DPW employees to ensure safe and secure delivery of all materials to the ten polling places.
10. Write numerous training documents and train all 150 election inspectors (and assorted High School students) prior to each election with latest law changes and security requirements, as well updates to our internal procedures.
11. Maintain all training records and submit to Government Accountability Board.
12. Continue to work closely with Beloit School District and area churches to provide safe environments for election inspectors and voters.
13. Conduct numerous voter registration training sessions for area groups and citizens.
14. Clerk continues to serve as member of Government Accountability Board task forces regarding election administration.
15. Prepare information packets for persons interested in running for City Council and act as a resource for interpretation of state election laws and procedures.
16. Review nomination papers of candidates, certify ballot status and assist candidates with proper filing requirements and obligations.

**Department:** City Clerk                      **City of Beloit Recommended Strategic Goal:** 1 & 3

**Program:**      Licensing and Permitting

**Performance Objective:**

Administer issuance of various licenses according to City Ordinances.

**Performance Measure:**

Ensure that application information is current and clearly understood in order to assist applicants with successful and timely completion.

**Action Steps:**

1. Mail and/or otherwise distribute all annual renewal applications for alcohol, tobacco, jewelry store, secondhand dealer, solid waste collectors, fireworks, tree trimmers, and other miscellaneous topics by mid-March.
2. Process all of the above to ensure renewals are fully completed and paid for by June 30.
3. Ensure that all information presented to customers is accurate and updated, following latest changes to state laws and city ordinances.
4. Accept, explain, process and issue numerous Temporary Retailers Licenses for special events held each year. Work closely with Department of Revenue and City Attorney's Office for interpretations of various licensing scenarios.
5. Staff the Alcohol Beverage License Control Committee monthly, prepare agendas and minutes and act as a resource.
6. Coordinate inspections of all licensed premises, process check sheets sent to Treasury, Municipal Court and other city operations for approval.
7. Follow up on state requirements for Sellers permits, payments of wholesaler's invoices, submission of lists of licensed operators to the state and to the Police Department.
8. Coordinate processing of operators/bartenders licenses, with July 1, 2011 the start of a new 2-year licensing period where all will renew at once.
9. Continually meet with other City Department representatives, such as City Attorney, Police, and Community Development to ensure compliance with appropriate laws and discuss ways to assist licensees.

**Department:** City Clerk                      **City of Beloit Recommended Strategic Goal:** 1 & 3

**Program:** Meetings and Agendas

**Performance Objective:**

Coordinate City Council Meeting process effectively and efficiently.

**Performance Measure:**

Successful meetings are held twice each month, with additional workshops and special meetings as needed.

**Action Steps:**

1. Prepare, organize, discuss and electronically post the City Council Packet to the City's website prior to each meeting. Distribute information via email, fax and internet.
  2. Update the City's Website as necessary with meeting, packet and/or Councilor information.
  3. Interact with all involved City staff in order to present the most accurate and correct packet possible.
  4. Process City Council minutes and agendas in a timely and professional manner.
  5. Possess, file and safeguard official City Records, using both paper filing systems and electronic document imaging.
  6. Assist the public and city staff with research of City Council records.
  7. After conducting a Campaign Finance class for potential councilors, assist the newly elected Councilors with campaign finance information and interpretation of ordinances.
  8. Assist the Councilors with meeting management issues and parliamentary procedure questions.
  9. Assist the Council President with meeting management and act as a resource of information during the meeting.
  10. Assist other boards, committees and commissions with meeting management issues as they arise, by attending meetings, reviewing agendas and minutes and addressing staff concerns and Open Meetings questions.
- 

**Department:** City Clerk                      **City of Beloit Recommended Strategic Goal:** 1 & 3

**Program:** Property Records

**Performance Objective:**

Coordinate annual property assessment Board of Review.

**Performance Measure:**

All appeals are filed correctly and all notices sent upon completion.

**Action Steps:**

1. Work in cooperation with City Assessor's office on setting dates for annual Board.
2. Compile information for citizens to enable them to file appeals correctly; explain how the Board works.
3. Publish and post the required notices.
4. Ensure members have taken the mandated training and/or train them, and file affidavits with Department of Revenue.
5. Staff and record the hearings; prepare minutes; prepare Determination Notices; prepare final documents.
6. Safely file all documents as required by law.

**Department:** City Clerk  
**Program:** Public Service

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

**Performance Objective:**

Act as a source of public information and complete numerous and varied projects.

**Performance Measure:**

Satisfy citizen and staff requests immediately or as soon as practicable; follow City Ordinances regarding various filings.

**Action Steps:**

1. Answer main and secondary phone lines into City Hall, fulfilling citizen inquiries on the spot. Many of these inquiries are not for the City of Beloit, but for various city, county, state, public and private concerns.
2. Publish City's Official Information Directory twice each year; update same with changes to committees, City Council, City staff and City operations.
3. Act as resource of public information at the main counter; 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 and Election Officials, as well as elected officials.
5. Prepare, send and process all Statement of Economic Interest documents annually.
6. Update City's Website in regards to City Council, City Clerk, Boards and Committees, Elections and Licensing pages.
7. Maintain the City's Code of General Ordinances; following enactment by City Council, arrange for incorporation of new Ordinances into the Code; post on Internet; send to various departments; answer numerous questions from citizens and staff.
8. 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.

**Department:** City Clerk                      **City of Beloit Recommended Strategic Goal:** 1 & 3

**Program:**      Records and Elections

**Performance Objective:**

Complete Redistricting of all Voting Wards in the City based on 2010 Census information.

**Performance Measure:**

Successfully redraw voting wards following federal and state regulations and inform voters of their new locations prior to the 2012 election cycle.

**Action Steps:**

1. January, receive preliminary information regarding Census figures.
2. March 1-April 1, receive confirmed Census data.
3. April 5, last municipal election is held in current wards.
4. By August, create new wards, using maps from Rock County and working with staff from Plan Department.
5. Fall, legislative database is created followed by creation of legislative and congressional districts.
6. Create new street listings in Statewide Voter Registration System and convert all voter files to new wards.
7. Winter, inform all voters of their new voting wards. Process hundreds of postcards that will be returned due to voter moves.
8. Begin 2012 with all new information in place.

**Department:** Municipal Court

**City of Beloit Strategic Goal:** 1

**Program:** Delinquent Fine Collections

**Performance Objective:**

Continue to increase and refine collections of delinquent parking, traffic, and code violation fines and forfeitures.

**Performance Measure:**

Improve collection ratio of fines and forfeitures.

**Action Steps:**

1. Continue to certify traffic and code violation fines on Tax Intercept software.
2. Continue all other collection efforts such as payment plans, commitments, and driver's license suspensions.
3. To continue to build the tax certification base on delinquent parking tickets.

**Department:** Accounting/Purchasing  
**Program:** Annual Financial Statements

**City of Beloit Strategic Goal:** 1

**Performance Objective:**

Maintain an accurate and timely yearly financial audit for the City, Utilities, Single Audit, TIF's and BID Business Improvement District (BID) and prepare annual financial report in conformance with Government Finance Officers Association (GFOA) and Governmental Accounting Standards Board (GASB).

**Performance Measure:**

Accuracy and timeliness of financial records and completion of FY 2010 audit and annual financial report by prescribed due dates.

**Action Steps:**

1. Prepare all necessary documents by April 1, 2011 Complete 2010 audit by June 30, 2011
2. Continue to participate in Government Finance Officer's Association Certificate of Achievement for Excellence in Financial Reporting Program for the FY '10 Comprehensive Annual Financial Report.
3. Encourage and support staff development and training with emphasis on improved customer service, operational efficiency, and budget restraint.

---

**Department:** Accounting/Purchasing  
**Program:** Training

**City of Beloit Strategic Goal:** 1

**Performance Objective:**

Increase knowledge of internal staff regarding the MUNIS financial system.

**Performance Measure:**

Improved staff knowledge of MUNIS and improved productivity.

**Action Steps:**

1. Conduct three group-training sessions.

**Department:** Finance Administration  
**Program:** Budget/CIP Preparation and Control

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

**Performance 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. Prepare the annual capital budget and the 5-year Capital Improvement Plan based on City's need for infrastructure improvements and capital equipment to serve the community, meet service demands, support of economic development and environmental factors.

**Performance Measure:**

Completion of annual operating budget and CIP by first Council meeting in October and schedule for Council adoption by first meeting in November.

**Action Steps:**

1. Begin CIP process in April and complete by July.
2. Begin Budget process in April and complete by end of September.
3. Conduct pre-budget meeting with Council in early June to establish priorities for the ensuing year's Budget and CIP.
4. Present proposed budget to the Council at the first Council meeting in October.
5. Approve Budget in November.
6. Continue participation in the Government Finance Officer's Association Distinguished Budget Presentation Award Program.

**Department:** Finance Administration  
**Program:** Investments/Portfolio Management

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

**Performance 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.

**Performance Measure:**

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.

**Department:** Human Resources  
**Program:** Labor Relations

**City of Beloit Strategic Goal:** 1

**Performance Objective:** Administer and protect City resources.

**Performance Objective:**

Develop and maintain collective bargaining and labor relations strategies that will maintain operational flexibility in a changing economic climate.

**Performance Measure:**

All contracts are opened no later than three months prior to the collective bargaining agreement expiration date.

**Action Steps:**

1. Establish strategic goals and priorities which safeguard City resources consistent with City personnel policies; maintain maximum managerial flexibility; and strengthen the already 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.

**Department:** Human Resources  
**Program:** Benefits Administration

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

**Performance Objective:** Administer and protect City resources.

**Performance Measure:**

Manage, design, and administer cost effective and compliant benefit programs that align with the City's financial benefit objectives.

**Action Steps:**

1. On-going analysis of the Health Care Reform Act, identify compliance requirements and develop necessary changes to City's administration of the health plan.
2. 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.
3. Review claims data for trends and identify the impact that changes implemented January 1, 2009 had to the current health plan (already begun).

**Department:** Information Systems  
**Program:** Data Services

**City of Beloit Recommended Strategic Goal:**1

**Performance Objective:**

Improve disaster recovery and emergency preparedness.

**Performance Measure:**

Continue safeguarding city assets and records.

**Action Steps:**

1. Expand current plan to account for more scenarios.
2. Expand emergency resources.
3. Establish redundancy within in our application offering.
4. Establish a live off-site data storage facility.
5. Run mock disasters to test recovery plans.
6. Install a point-to-point fiber connection from 100 State Street to 2400 Springbrook Court.

**Status:**

In 2010, we are continuing our participation in a pilot project to test live off-site data storage. Success is contingent on an increase in our bandwidth to WiscNet. In addition, we are working to provide redundancy within our application offering. We are doing this through our backup Network Operations Center at 2400 Springbrook Court. Completion of this endeavor is dependent on the approval of a CIP to install a point-to-point fiber connection from 100 State Street to 2400 Springbrook Court. In 2011, we recommend a mock disaster to test our recovery strategy.

---

**Department:** Information Systems  
**Program:** Network Availability

**City of Beloit Recommended Strategic Goal:** 1 & 5

**Performance Objective:**

Increase network availability and stability.

**Performance Measure:**

Cut recurring costs and improve customer service by providing increased network access, bandwidth, and reliability.

**Action Steps:**

1. Continue to build network redundancy.
2. Provide wireless access inside City facilities.
3. Expand our wireless mobile network for Public Safety and City Services.
4. Expand the use of wireless transport for voice traffic.

**Status:**

In 2010, we are building redundancy into our wireless network and beginning to provide wireless access inside City facilities. In 2011, we plan to extend our wireless network to include hot spots for public safety use and City property surveillance.

**Department:** Information Systems **City of Beloit Recommended Strategic Goal:**1, 2, 3, 4, & 5

**Program:** Data Services

**Performance Objective:**

Increase data availability internally and externally.

**Performance Measure:**

Improve customer service and availability through continued development of the city's website.

**Action Steps:**

1. Increase information and services to the public via our Internet web site. "Government Availability 24 Hours a Day, 365 Days a Year".
2. Provide the right combination of information and services to our residential, business, industrial customers, and visitors in order to accomplish all five of our Council's strategic goals.
3. Expand the City's Intranet web site to equip all City employees with the tools they need to deliver exceptional customer service.

**Status:**

This is an ongoing process. We are continuously adding information and features to our web site. In 2011, we are updating our Internet site and expanding the number of City Services through our online presence.

**Department:** Treasury

**City of Beloit Recommended Strategic Goal: 1**

**Program:** Delinquent account collections

**Performance Objective:**

Monitor status of all outstanding debts owed to City

**Performance Measure:**

Increase revenue by improving Internal Cash Controls and constant monitoring of internal/external Collection processes to maximize on results

**Action Steps:**

1. Monthly review of all delinquent invoices and/or charges due to the City.
2. Monthly review all South Beloit sewer utility accounts for possible submission to the collection agency.
3. Monthly submittal of delinquent South Beloit accounts to South Beloit City Clerk to ensure receipt of monies owed City should property transfer and/or be sold.
4. Monthly review of ageing reports with Divisions/Department heads to determine collectible, doubtful to collect and/or write offs balances.
5. Continue to conduct random audits in all areas of the City that handle cash for compliance of policy.
6. Continue to work with collection agencies (H.E. Stark and Associated Collector) on accounts flagged for collection and update any pertinent information to maximize collection efforts.
7. Obtain relevant information from Titan Public Safety Solutions (TIPSS) Municipal Court software in order for treasury staff to file claims directly on the State's Tax Refund Interception Program (TRIP) data base. (H E Stark will no longer be submitting claims for the City)
8. Continue to work with the Townships and the South Beloit City Clerk to obtain data collection information for our utility accounts (new, deleted, name changes and/or annexed parcel, etc).

**Department:** Assessor's Office  
**Program:** Property Assessments

**City of Beloit Strategic Goal: 4**

**Performance Objective:**

Enhance our database to support functions such as Economic Development, Fire Inspection, Refuse Collection, GIS, and the Tax Collection process.

**Performance Measure:**

Update property assessment information.

**Action Steps:**

1. Annually update value and property data available in the Computer Assisted Mass Appraisal (CAMA) database.
2. Replace the old scanned in photos with updated digital photos.
3. Annually update the residential sketching program to enhance view on property record cards.
4. Review all property sales with interior inspections for the annual update of the assessment-pricing model.
5. Provide assessment information and tax estimates to economic development and other parties as requested.

**Status:**

We continue to update our database on a daily basis with various sources including Multi Listing Service (MLS) listings, interior & exterior inspections and other sources.

---

**Department:** Assessor's Office  
**Program:** Property Assessments

**City of Beloit Strategic Goal: 1**

**Performance Objective:**

Exhibit excellent public relations and inform citizens.

**Performance Measure:**

Improved customer service.

**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 annual revaluation.
3. Build an interactive appeal form for use on the web, allowing property owners to request their assessment be reviewed electronically.
4. Will provide information with the determination notices regarding the information provided and avenues of further appeal.
5. Continue to take a proactive posture to enhance public support of our mission.
6. Conduct Board of Review according to Statute in cooperation with the City Clerk's office.

**Status:**

Assessment information is now available on the Internet. For 2010 we will have an interactive "request for review" form available online. We have interacted with the media on several occasions regarding property assessment issues, providing the public with general information regarding our process in Beloit.

**Department:** Assessor's Office                      **City of Beloit Strategic Goal: 1**

**Program:** Property Assessments

**Performance Objective:**

Update 2011 assessments while maintaining standards outlined by Wisconsin State Statutes.

**Performance Measure:**

Successfully completing the 2011 assessments within the statutory time period.

**Action Steps:**

1. Follow statutory dates regarding the assessment process
2. Update assessments based on Wisconsin Department of Revenue *Property Assessment Manual* standards
3. Mail assessment notices out with enough lead time prior to Open Book and Board of Review
4. Complete necessary state reports by their deadline

**Status:**

Mail assessment notices by April 30, 2011 and Board of Review will be convened and all reports will be filed within statutory guidelines.

---

**Department:** Assessor's Office

**City of Beloit Strategic Goal: 1**

**Program:** Property Assessments

**Performance Objective:**

Update CAMA software

**Performance Measure:**

Continuing to update assessments annually by the statutory date

**Action Steps:**

1. Fully implemented April, 2009
2. We continue to work with Devnet on upgrades and updates to make the software more efficient
3. Enhance our processes with the features within the new software
4. Work with new Wisconsin users to further enhance Devnet to suit Wisconsin laws, state forms and reports.
5. Work with Devnet on 2010 state mandates for assessment roll and property characteristic exports.

**Status:**

For the 2010 assessments we fully utilized Devnet for all assessment functions. Further enhancements are anticipated to make the software more efficient for our operations and we will work with Devnet on the updates.

**Department:** Assessor's Office  
**Program:** Property Assessments

**City of Beloit Strategic Goal: 1**

**Performance Objective:** Improve office efficiency and processes

**Performance Measure:** To meet or exceed all applicable International Association of Assessing Officers (IAAO) Assessment Administration Standards

**Action Steps:**

1. Distribute IAAO standards to appropriate staff according to their area of responsibility
2. Implement new work procedures into 2010 work plan
3. Measure performance and compare to IAAO standards
4. Report on the outcomes and achievement

**Status:**

All IAAO standards were reviewed and the Assessor's Office meets or exceeds all 12 IAAO standards for mass appraisal.

---

**Department:** Assessor's Office  
**Program:** Property Assessments

**City of Beloit Strategic Goal: 1**

**Performance Objective:** To create a "Virtual Assessor's Office" by transitioning from paper based systems to paperless

**Performance Measure:** To have as much of the paper files scanned and saved in Laserfiche database as possible.

**Action Steps:**

1. To continue to save documents to Laserfiche as part of daily operations.
2. Complete scan all existing commercial and personal property files.
3. Go back to old property records & additional files and scan historical data.
4. Transition to tablet computers for field data collection.

**Status:** All residential and one half of our commercial property record files are now kept digitally. Building permits, real estate transfer returns and interdepartmental notifications are all stored digitally.

**Department:** Assessor's Office  
**Program:** Property Assessments

**City of Beloit Strategic Goal: 1**

**Performance Objective:**

Develop a process & procedure manual to identify, document and improve assessment functions

**Performance Measure:**

Have a completed process and procedure manual completed by June, 2011.

**Action Steps:**

1. Staff will identify the various assessment functions of their responsibility.
2. Document the steps taken for each function.
3. Review each process, seeking more efficient and effective ways to accomplish tasks.
4. Assemble processes into a single document that can be passed along to any new staff.

**Department:** General Services  
**Program:** Buildings and Grounds.

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

**Performance Objective:**

Provide an aesthetic, clean, and safe environment at selected municipal buildings.

**Performance Measure:**

Overall improved condition of select buildings.

**Action Steps:**

1. Inspect facilities.
  2. Repair problems timely.
  3. Update the appearance of facilities.
- 

**Performance Objective:**

Reduce the risk of personal injury and property loss to the City of Beloit employees, citizens and visitors.

**Performance Measure:**

Safe working and living environment.

**Action Steps:**

1. Inspect facilities.
  2. Institute repairs immediately.
  3. Safety training for employees.
- 

**Performance Objective:**

Minimize exposure of City workers and operations to risk resulting from claims of damage, injury and liability.

**Performance Measure:**

Safe working and living environment.

**Action Steps:**

1. Inspect properties.
2. Safety and liability training for employees.
3. Accident review committee reviews accident reports

# Fire Department

*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.*

## **2011 Strategic Goals:**

1. Through all mitigation, preparedness, response, and recovery strategies continue communicating 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.



**Department:** Police/Fire/DPW  
**Division:** NA  
**Program:** Public Service Communications

**City Goal:** 1, 3, 5

**Performance Objective:** To provide our public service workforce with communication infrastructure, mobile radios, and portable radios that is Federal Communications Commission compliant.

**Performance Measure:** To have 100% of our communications infrastructure for mutual aid and portable/mobile radio communications for mutual aid compliant by 2011. To have 100% of our communications infrastructure, mobile and portable communications systems FCC compliant by 2013.

**Action Steps:**

1. Participate in the GeoCom Decision Matrix Study by December 2010.
2. Seek alternative sources of funding if available.
3. To narrow band all of our mutual aid channels by the December 31, 2011.
4. Primarily fund the project through city wide special CIP in 2011, 2012, and 2013.
5. Inventory and specify infrastructure, mobile and portable equipment needs in accordance with project deadlines.
6. Make appropriate FCC license changes by project deadlines.
7. Participate in and complete county wide communications project by December 2013.

---

**Department:** Fire  
**Division:** Fire & Rescue  
**Program:** Emergency Response

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

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

**Performance Objective:**

Provide safe, timely, and efficient all hazards response to requests for assistance from our community and mutual aid partners.

**Performance Measure:**

To maintain core services, through continual program evaluation, and resource management.

**Action Steps:**

1. Evaluate all service variables by 12/2011.
2. Develop a plan for implementation of right sized services based on available human and physical resources by 1/2012.
3. Determine what services are essential to be maintained by 12/2010.
4. Reduce, suspend, reschedule, or discontinue services that are determined to not be essential 12/2010.
5. Evaluate budget impact of service reduction quarterly.
6. Make adjustment to the service delivery plan as resources allow.

**Department:** Fire  
**Division:** Ambulance  
**Program:** Ambulance Staffing

**Fire Department Strategic Goal:** 4 & 5  
**City of Beloit Goal:** 1 & 3

**Performance Objective:**

Increase minimum staffing by 2 full time equivalents per shift by March 2014, as financial resources permit this program enhancement.

**Performance Measure:**

Address increase in service demands along with citizen and employee safety concerns by recommending a fiscally responsible plan for adequate staffing levels which maintains basic community expectation.

**Action Steps:**

1. Increase staffing by 1 Full Time Equivalent Position (FTE) in 2011.
2. Increase staffing by 1 FTE in 2012.
3. Increase staffing by 1 FTE in 2013.
4. Increase minimum staffing to 16 in 2013.
5. Increase staffing by 1 FTE in 2013.
6. Increase staffing by 2 FTE in 2014.
7. Increase minimum staffing to 17 in 2014.



**Department:** Fire  
**Division:** Ambulance  
**Program:** Emergency Cardiac Care Medical Equipment

**Fire Department Strategic Goal:** 4 & 5  
**City of Beloit Goal:** 1 & 3

**Performance Objective:**

Provide state of the art technology for emergency cardiac care that meets the current standard of care.

**Performance Measure:**

Replace all of our emergency cardiac care devices by March 1, 2012.

**Action Steps:**

1. Define strategic expectations for expansion of the standard of care by March 2011.
2. Develop specifications for emergency cardiac care devices based on current and strategic expansion of the standard of care by June 2011.
3. Test and examine emergency cardiac care devices from different vendors October 2011.
4. Specify, accept bids, select, purchase and take delivery of emergency cardiac care devices by March 1, 2012.
5. Train staff and implement use of new units by April 1, 2012.
6. Initiate quality assurance and maintenance program upon implementation.

**Department:** Fire  
**Division:** Prevention  
**Program:** Public Education

**Fire Department Strategic Goal:** 1 & 3  
**City of Beloit Goal:** 1 & 3

**Strategic Objective:**

Continue providing public education and prevention programs to the community to the extent that resources allow.

**Performance Measure:**

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 2011 fire prevention plan by December 2010.
  2. Provide public education personnel with the resource required to meet performance measure by June 2010.
  3. Complete and assign public education service announcement plan by January 2011.
- 



**Department:** Fire  
**Division:** Fire & Rescue  
**Program:** Emergency Preparedness

**Fire Department Strategic Goal:** 1 & 3  
**City of Beloit Goal:** 1 & 3

**Strategic Objective:**

To provide for an all hazards preparedness and response framework through effective and timely emergency operations plan revisions.

**Performance Measure:**

To have a Wisconsin Emergency Management approved revised emergency operations plan by December 2011.

**Action Steps:**

1. Form a document review and revision subcommittee of the Heightened Awareness Team by December 2010.
2. Conduct meetings as needed to facilitate the efficient and timely revision of the plan as needed through out 2011.
3. Include the addition of discipline operational annexes to be consistent with the Federal and State Emergency Support Functions and local operational specific preplans by October 2011.
4. Submit revised emergency operations plan for review and approval through the City of Beloit Plan Commission, City of Beloit City Council and Wisconsin Emergency Management as required by law.
5. Make minor adjustments and edits of the plan as needed and as permitted by law to facilitate a consistent and threat appropriate Emergency Operations Plan for All Hazards Response.





**Department:** Fire Department  
**Program:** Buildings and Grounds.

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

**Performance Objective:**

Provide an aesthetic, clean, and safe environment at selected municipal buildings.

**Performance Measure:**

Overall improved condition of select buildings.

**Action Steps:**

1. Inspect facilities.
  2. Repair problems timely.
  3. Update the appearance of facilities.
- 

**Performance Objective:**

Reduce the risk of personal injury and property loss to the City of Beloit employees, citizens and visitors.

**Performance Measure:**

Safe working and living environment.

**Action Steps:**

1. Inspect facilities.
  2. Institute repairs immediately.
  3. Safety training for employees.
- 

**Performance Objective:**

Minimize exposure of City workers and operations to risk resulting from claims of damage, injury and liability.

**Performance Measure:**

Safe working and living environment.

**Action Steps:**

1. Inspect properties.
2. Safety and liability training for employees.
3. Accident review committee reviews accident reports

# Police Department

*Mission Statement: The Beloit Police Department celebrates its committed service to the community through a skilled, determined, and diverse workforce.*

**Department:** Police  
**Program:** Detective Bureau

**City of Beloit Recommended Strategic Goal:** 3

**Performance Objective:**  
Drug and Gang Enforcement

**Performance Measures:**

- Drug Related Search Warrants
- Contraband seized
- Intelligence Gathering / Community Education

**Action Steps:**

1. Create intelligence needed to coordinate department resources against the activities of gang members.
  2. Develop probable cause for search warrants on targeted residents.
  3. Participate with FBI Safe Street Task Force.
  4. Participate in community education programs pertaining to drug and gang prevention education.
- 

**Department:** Police  
**Program:** Patrol Division / Detective Bureau

**City of Beloit Recommended Strategic Goal:** 3

**Performance Objective:**  
Detection of Crime Related Guns and Disruption of Gang Activity

**Performance Measures:**

- Weapons seizures
- Shot Spotter responses
- Gang member warrants served

**Action Steps:**

1. Create intelligence needed to coordinate department resources against the criminal activities of people in the community.
2. Improve ShotSpotter reported gunfire response by patrol.
3. Implement detective bureau response to recurring ShotSpotter gunfire reports using grant overtime.
4. Coordinate between the drug and gang unit and detective bureau the warrant service of gang members.

**Department:** Police  
**Program:** Patrol Division

**City of Beloit Recommended Strategic Goal:** 3

**Performance Objective:**  
Maintain/Lower Crash Rate

**Performance Measure:**

- Operating While Intoxicated (OWI) Enforcement
- Time/Date/Place Targeted Speed 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.
- 

**Department:** Police  
**Program:** Administration

**City of Beloit Recommended Strategic Goal:** 3

**Performance Objective:**  
Police Department Facility Design/Phase I Construction

**Performance Measures:**

- Participate with the first phase of building construction or rehabilitation
- Liaison regularly with architect firm on design and construction of new police facility

**Action Steps:**

1. Select construction partner.
2. Monitor the monthly progress of construction



# Department of Public Works

*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:** Public Works  
**Program:** Engineering/CIP

**City of Beloit Strategic Goal: 1**

**Performance Objective:**

Develop recommendations for and administer the Capital Improvement Program.

**Performance Measure:**

Completion of CIP projects within budget.

**Action steps:**

1. Prepare schedule for each project.
  2. Assign staff to projects.
  3. Evaluate staffing needs to meet project schedules.
  4. Evaluate project.
  5. Evaluate contractor performance.
- 

**Department:** Public Works  
**Program:** Engineering/Administration

**City of Beloit Strategic Goal: 1**

**Performance 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.

**Performance Measure:**

Other Divisions and Departments implementation of Engineering's recommendations.  
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 semi annual 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. Continue City Works Implementation for Sanitary Sewer and Storm Sewer.
9. Maintain City Works Software and assist existing and new users as needed.

**Department:** Public Works

**City of Beloit Strategic Goal: 1**

**Program:** Engineering/ Metropolitan Planning Program (MPO) Transportation Planning

**Performance Objective:**

To maintain a cooperative, continuous and comprehensive area wide transportation planning program and promote a forum for resolution of regional transportation issues.

**Performance Measure:**

Complete required plans and updates on time.

**Action steps:**

1. Hold quarterly meetings of the Technical and Policy Committees.
2. Implement the Long Range Transportation Plan.
3. Update the Six Year Transportation Improvement Plan.
4. Provide technical support for Regional Multimodal Commuter Transportation Study.
5. Update the Stateline Bicycle/Pedestrian Plan.

**Department:** Public Works  
**Program:** Operations/Administration

**City of Beloit Strategic Goal: 1**

**Performance Objective:**

Develop a staff that performs efficiently and safely.

**Performance Measure:**

To utilize a streets annual work plan and track projects completed.

**Action steps:**

1. Develop work plans and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis per each Operation.
2. Develop draft Evaluation tool to evaluate all staff based on individual performance measures.
3. Develop 5 year Capital Improvement Projects and 2011 Operating Budgets.
4. Coordinate all Parks and Operations training including orientations.
5. Coordinate the DPW Safety Committee, make safety recommendations.

**Department:** Public Works

**City of Beloit Strategic Goal: 1**

**Program:** Operations / Street / Terrace / Traffic Safety / Snow

**Performance Objective:**

Ensure motorist and pedestrian safety minimize hazards for all of the Operations.

**Performance Measure:**

Events and/or projects coordinated and completed with appropriate response times.

**Action steps:**

1. Evaluate, establish target area for signs, trees, and street projects.
2. Review quarterly with work group and develop work plan and time line.
3. Complete projects.
4. Investigate and make improvements to snow plow, solid waste, street sweeping, and patch mobile operational routing via GIS.
5. Implement Automatic Vehicle Location (AVL) program in vehicles to reduce down time of staff and reduce mileage of vehicles.
6. Develop a public relations plan to educate residents on selected operations.
7. Monitor weather updates and adjust snow and ice products and application.

**Department:** Public Works

**City of Beloit Strategic Goal:** 1

**Program:** Operations / Recycling/Solid Waste

**Performance Objective:**

Maintain a sustainable Recycling and Solid Waste Program through efficient curbside and drop off collection of recyclables and solid waste for 13,072 residences, 23 Americans with Disabilities Act (ADA) customers and 35 City Facilities. Coordinate the intergovernmental relationship with Beloit & Turtle Township.

**Performance Measure:**

Department of Natural Resources (DNR) Funding secured, and diversion rate achieved.

**Action steps:**

1. Continue to develop procedures for improvement and efficiency, develop timeline for changes.
  2. Continue to discuss route and procedure changes with work group based on current routes and tonnages.
  3. Complete DNR reporting.
  4. Research commodity brokers for commingled containers and other commodities as needed.
  5. Implement an electronics recycling program for City residents.
  6. Continue to monitor the state of economy and the effects of both budgets.
  7. Research composting alternatives, implement program.
  8. Research and develop new sustainable practices that are economically feasible.
- 

**Department:** Public Works

**City of Beloit Strategic Goal:** 1

**Program:** Operations / Fleet / Stores

**Performance Objective:**

Utilize MUNIS Work Order Module to record and track maintenance and operating cost/activity for each piece of equipment. Control the physical aspects of handling inventory.

**Performance Measure:**

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 work orders, fuel usage quarterly.
2. Research additional sustainable projects applicable to fleet/stores.
3. Monitor and maintain the equipment replacement scoring model to reflect optimum replacement of each vehicle.
4. Review the equipment reserve account, annually with Division Directors and Finance.
5. Update storeroom procedures, purge slow moving inventory, complete annual inventory count.
6. Research Vehicle Management Information Systems that include bar coding and the fuel system
7. Develop a formal customer service survey process.

**Department:** Public Works

**City of Beloit Strategic Goal: 1**

**Program:** Parks & Leisure Services/Administration

**Performance Objective:**

Through the coordination of the Parks & Recreation Advisory Commission and the Parks Division's professional staff, develop and recommend a Capital Improvement Plan that would consider prioritization of improvements to the existing city park sites, parks and recreational facilities, as well as the consideration of acquiring future park property.

**Performance Measure:**

Successful completion of the Division's CIP projects according to the defined plan of each project, and within the proposed time line for completing the project.

**Action steps:**

1. Prepare and schedule each project within the Master Project Schedule.
2. Assign Parks Division staff to manage and implement project.
3. Seek assistance from other Divisions and/or Departments in preparing for the implementation of each project.
4. Hire contractors as needed to complete projects as defined within the City's Contractual, Purchasing, & Disbursement Policy.
5. Routinely monitor the status of each project.
6. Evaluate the contractor and final results of the project upon its completion.
7. Create a priority list of future projects that were not funded in 2011 that may be considered in future fiscal years.
8. 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.

**Department:** Public Works

**City of Beloit Strategic Goal: 5**

**Program:** Parks & Leisure Services/Park Operations

**Performance Objective:**

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.

**Performance Measure:**

Establish standard of care of parkland and facilities, and annually complete inspections of all park sites in creating a priority maintenance plan.

**Action steps:**

1. Monthly inspections of all playgrounds.
2. Monthly inspections of all park shelters and picnic amenities.
3. Create and implement an annual maintenance structure repair plan for parks and recreational facilities within the limited resources of the annual budget.
4. Implement a signage program which provides park rules and general public information within park sites.
5. Provide training as deemed appropriate for park maintenance staff and supervisors which will enhance their knowledge and skills in maintaining our park system.
6. Coordination and implementation of the Parks CIP Plan.
7. Hire and utilize contractual services as warranted and acceptable within the City's Contracting, Purchasing, and Disbursement Policy.
8. Collaborate with various community based organizations in providing supportive services in the coordination of special community events, including but not limited to; Beloit Riverfest, July 4<sup>th</sup> Celebration, Snappers Baseball, Friends of the Riverfront programs, and Beloit 2020 related activities.
9. Provide support and assistance to community-based groups that volunteer to conduct community service (clean-up) programs within city parks.
10. Continue to offer and market the Adopt-a-Park Program.
11. Continue the implementation of the park mowing schedule and make revisions based upon additional mowing areas as assigned.
12. Continue our graffiti removal program by removing graffiti from our parks within 48 hours of notification, either by our staff or contractual services.
13. Assist in Snow Removal Operations in assigned areas as prioritized, including but not limited to; city parking lots, and sidewalks, as well as shaping the Ski Trails.

**Department:** Public Works

**City of Beloit Strategic Goal: 6**

**Program:** Parks & Leisure Services/Horticultural Operations

**Performance Objective:**

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.

**Performance Measure:**

Within the financial resources, create, implement, and complete the annual project landscaping plan for the City of Beloit.

**Action steps:**

1. Create an Annual Maintenance Schedule which indicates the implementation, tracking and completion of projects on a weekly basis.
2. Create a separate budgetary cost center for accurately budgeting and tracking and of landscaping expenditures, and related projects.
3. Continue implementation of a Special Landscaping Project Plan each year.
4. Provide appropriate training to Horticultural staff that will enhance and/or improve their knowledge and skills. This may include attending local and/or regional trade shows/expositions.
5. Utilize the Landscape Specialist in the designing of landscape beds.
6. Continue with the Turf Management in the parks and facilities to include fertilizing, weed control, aerifying, and over-seeding.
7. Continue partnership with Rock County Parks in the implementation of our controlled burn plan within various identified park sites.
8. Continue partnership with the Friends of the Riverfront in the Landscaping of Riverside Park corridor area.
9. Complete the installation and landscaping of the new park signs as identified within the Park Signage Plan.

**Department:** Public Works

**City of Beloit Strategic Goal: 2**

**Program:** Parks & Leisure Services/Recreation Operations

**Performance Objective:**

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 programming, fiscal responsibility, and the marketing of these services.

**Performance Measure:**

Complete a comprehensive analysis of our program offerings and implement an evaluation system of our current program offerings which will provide suggestions and recommendations of improvements of our programs to meet the recreational needs of the community.

**Action steps:**

1. Perform an inventory of existing programs and services that we currently offer to the community.
2. 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.
3. Develop a list of potential programs and services that are not currently offered and determine what is needed and that we could offer and still remain fiscal responsible to our budgetary requirements.
4. Conduct focus groups and/or a community survey regarding new and future programming areas under consideration
5. Create seasonal a Recreation Program Guide which includes new and diversified seasonal programs offered through-out the calendar year; consider implementing 2-3 new programs annually.
6. 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:
  - Beloit Youth Hockey Association
  - Beloit Memorial High School
  - Beloit Riverfest
  - Beloit Snappers
  - Downtown Beloit Association
  - Friends of the Riverfront
  - School District of Beloit
  - Visit Beloit
7. Finalize a 2011 Master Plan that would identify future programs and services, rate structures and fees, maintenance operations, fiscal resources, facilities, targeted participant groups, marketing strategies, and timeline for implementation of the plan.
8. Create a separate budget detail outline for each recreation program and/or facilities which will indicated potential revenue and expenditures, and determine fees that will be cost-effective in running the program without being subsidized by the city.
9. Expand our programming initiatives at the Ice Arena through new public skate timeframes, and other new programming initiatives.
10. 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.

**Department:** Public Works

**City of Beloit Strategic Goal: 7**

**Program:** Parks & Leisure Services/Grinnell Hall Senior Center

**Performance Objective:**

Through the coordination of the Grinnell Advisory Board, develop and implement programming for a diversified senior population.

**Performance Measure:**

Accurately recording and tracking the participation level in each offered program and comparing the attendance level to previous year(s).

**Action steps:**

1. Create and implement a bi-monthly Newsletter that highlights an array of various activities at the center and mail it directly to all members of the Senior Center.
2. Create and implement a list of Special Events that will appeal to this targeted population (ages 50+), including but not limited to:
3. Valentine Day Celebration
4. St. Patrick's Day Celebration
5. Hee Haw Talent Show
6. Annual Summer Picnic
7. Annual Open House
8. Annual Holiday Show
9. Provide various recreational, educational, and health/fitness programs and activities that will encourage senior participation.
10. Coordinate and conduct periodic surveys of the participants within our activities and programs as a tool to guide our service offerings.
11. Continue to partner with the Rock County Nutrition Program
12. Continue to partner with American Association of Retired Persons (AARP) to provide a Tax assistance program.
13. Coordinate and conduct the annual Beloit Senior Fair.
14. Conduct presentations and interviews at other civic organizational meetings, and with local radio stations as requested.
15. Create a marketing plan and prepare Public Service Announcements (PSA's) for local newspaper publication, local Television Stations, and Radio Stations
16. Continue to schedule monthly meeting with the Grinnell Hall Advisory Board of Directors regarding the operations of the building and program offerings.

**Department:** Public Works

**City of Beloit Strategic Goal: 3**

**Program:** Parks & Leisure Services/Golf Operations

**Performance Objective:**

Provide effective and efficient management of the Krueger – Haskell Golf Course to include staff management, fiscal controls, quality services, planning, marketing and promotion, and facility maintenance.

**Performance Measure:**

Create an operational plan for the golf course to include services, facilities, fiscal resources, marketing strategies, and course maintenance objectives.

**Action steps:**

1. Continue to schedule monthly meetings with the Golf Course Advisory Committee and review operational issues with the Committee as outlined within the City Ordinance 1.83
2. Develop a volunteer Ranger Program to assist the professional staff in the operations and active play on the course.
3. Create a strategic marketing plan that will increase public perception of the golf course and increase the number of rounds played annually that will result in an increase in revenue.
4. Define a maintenance improvement program for the course and implement improvements annually within the limited fiscal resources for maintenance.
5. Evaluate the quality of the services, operations, and maintenance of the golf facility by conducting periodic surveys at least twice a year.
6. Create a data base of golf users and market our course directly to these users.
7. Inventory pro-shop merchandise quarterly, and identify merchandise which has a high sale factor, and continue offering items which will increase our potential revenue.
8. Evaluate personnel and the staff organization structure to determine appropriate staffing levels in all areas of operations; clubhouse and ground maintenance.
9. Survey rate structure of other golf courses within the region and compare our services and pricing schedule in order to provide similar and competitive services; as well as recommend fee changes as deemed necessary in order to meet the fiscal revenue projections of operating the golf course.
10. Provide training as deemed appropriate for golf maintenance and clubhouse staff and supervisors which will enhance their knowledge and skills in overall operations of this revenue generating golf facility.
11. Complete an Annual Report of the Golf Course Operations and annually review this report with the Golf Advisory Committee along with recommendations regarding the operations for the following fiscal year.

**Department:** Public Works

**City of Beloit Strategic Goal: 4**

**Program:** Parks & Leisure Services/Cemetery Operations

**Performance Objective:**

Provide effective and efficient management of Eastlawn and Oakwood Cemeteries to include staff management, fiscal control, quality services, planning, and facility maintenance.

**Performance Measure:**

Perform an operation plan for the City's Cemeteries that identifies services, fee structures, facility maintenance standards, and fiscal resources.

**Action steps:**

1. Annually, schedule an informational meeting with local Funeral Home Directors for the purpose of addressing operational and maintenance issues.
2. Annually review and revise the Cemetery Rules & Regulations Manual which defines standard maintenance care of the cemeteries.
3. Annually review and make recommendations regarding revisions to the fee structure for cemetery services.
4. Continue to keep appropriate records as required by State Statute.
5. Continue to work collaboration with the city's Engineering Department in review and implementing upgrades to the cemetery database regarding platting of the cemetery plots and updating clerical software files.
6. Enhance public relations through appropriate staff training and sensitive marketing techniques.
7. Maintain the cemetery grounds through a ground maintenance services as hired through the city's Contractual, Purchasing, and Disbursement Policy.
8. Continue to monthly inspections of the ground maintenance service performance to ensure city standards for the cemetery maintenance are being met.
9. Semi- annually (spring & fall) schedule and implement a cemetery clean-up program when all floral arrangements are removed from the cemetery, as outlined within the Cemetery Rules & Regulations Manual.

**Department:** Public Works

**City of Beloit Strategic Goal: 1**

**Program:** Transit - Transit Development Plan

**Performance Objective:**

Finalize and implement the new 2010/2011 Transit Development Plan.

**Performance Measure:**

Continued growth of ridership and revenue.

**Action steps:**

1. Evaluate operating expense per revenue hour.
2. Evaluate operating expense per revenue passengers - excludes transfers.
3. Increase total revenue per operating expenses.
4. Maintain revenue passengers per revenue hour.
5. Maintain revenue passengers per capita.
6. Maintain revenue hours per capita.
7. Develop, implement and evaluate safety and customer service trainings.
8. Decrease current passenger complaints.
9. Develop and evaluate a customer service survey.
10. Monitor on-time performance to establish a realistic standard for City Transit Service.

**Department: Public Works**  
**Program: Wastewater Utility Operations.**

**City of Beloit Council Goal: 1**

**Performance Objective:**

Continue to manage the economic and environmental performance of the Water Pollution Control Facility, sanitary sewer collections system and industrial pre-treatment program.

**Performance Measure:**

Meet Wastewater Wisconsin Pollution Discharge Elimination System (WPDES) discharge permit limits, achieve quality Compliance Monitoring Annual Report (CMAR) rating, economically meet all environmental standards for bio-solids disposal, minimize odors emitted from the Water Pollution Control Facility (WPCF), comply with Environmental Protection Agency (EPA) requirements per Significant Industrial Users' effluent pre-treatment and discharges, effectively manage commercial inspection and permitting program, minimize sanitary sewer collections system backups and Sanitary Sewer Overflow (SSO's), and upgrade and/or maintain all system equipment for reliable and efficient operation, all within budget.

**Action steps:**

1. Operate the WPCF wastewater treatment plant to economically meet discharge permit limits and minimize odor release, including all lab analyses and regulatory reporting.
2. Support construction of and begin operating bio-solids dewatering and odor control equipment at the WPCF.
3. Operate the WPCF activated sludge aeration basins with least cost air delivery systems, replace basin #3 diffusers with membrane units, and pursue further Focus on Energy rebates for additional blower Variable Frequency Drive (VFD) applications.
4. Continue to participate in the phosphorous standard setting with the Wisconsin Department of Natural Resources (WDR), perform local stream sampling for background condition data, and further explore treatment options.
5. Manage current land application of bio-solids utilizing sludge storage and minimizing overtime and other costs. Secure new applicator to replace one failed and one aging unit.
6. Continue to pursue alternative methods for beneficial reuse of bio-solids with Milwaukee Metropolitan Sewage District (MSD), Mallard Ridge Landfill, agricultural land owners, etc.
7. Complete quarterly hot-spot and bi-annual system wide collections system cleaning.
8. Cured-in-place-pipe (CIPP) line identified collections system segments and repair manholes as necessary to reduce Inflow and Infiltration (I&I) and subsequent lift station and treatment plant operating costs.
9. Utilize TV truck and gear to improve sewer televising capabilities and rehab procedures.
10. Perform Significant Industrial User (SIU) and commercial inspections and monitor reports to ensure discharge permit compliance. Re-issue permits to SIU's and other businesses on schedule.
11. Continue mercury minimization program and participation in Rock County Rx Roundup.
12. Expand public education programs utilizing new Public Works Foxx mascot, Public Works Week activities, local media, community events, etc.
13. Maintain critical equipment at the WPCF and lift stations to ensure reliable, cost-effective system operation, including clarifier coating, digester cleaning, boiler and select lift station upgrades.
14. Pursue additional Instrument & Control Technician resource to maintain expanded automation equipment, security systems, etc.
15. Increase standby power generator fleet and implement SOPs to ensure reliable operation of the lift stations and WPCF.
16. Expand use of cameras, controlled doors and gates, and other security measures at the WPCF and critical remote pump station sites.

**Department: Public Works**  
**Program: Water Utility Operations.**

**City of Beloit Council Goal: 1**

**Performance Objective:**

Continue to manage the safe and economic performance of the Public Water system.

**Performance Measure:**

Meet all domestic, industrial and fire protection water supply demands, comply with all Safe Drinking Water Standards, maintain reliable distribution system operation, and provide accurate customer sales metering, all within budget.

**Action steps:**

1. Operate the water production and storage system components to efficiently provide all domestic, process and fire protection water demands.
2. Manage water treatment systems and monitor water quality to ensure public health and safety per the Safe Drinking Water Act and all related regulations.
3. Support construction of new deep sandstone well #14, blending reservoir and pumping station at well #11. Place into service and begin operations in 2011 to resolve nitrate issue and maximize Time of Day energy rate savings.
4. Exercise and maintain all valves and hydrants to periodically flush the distribution system to maintain water quality and ensure system control for general operations and in the event of emergencies.
5. Re-start programs to replace antiquated Traverse City hydrants that can no longer be maintained and install Storz connections in commercial areas to speed Fire Department response.
6. Expand meter testing and periodic exchange program to ensure customer billing accuracy and code compliance. Increase meter inventory with CIP funded purchase.
7. Continue upgrades to Sensus FixNet Automated Meter Reading system by relocating premise transmitters outside, upgrading base stations, adding base or repeater stations as necessary, transitioning to FlexNet, etc.
8. Reduce lost and unaccounted water by month to month tracking of pumpage against sales, increased leak detection surveys with new correlator, better accounting of non-metered use, bulk water sales stations, etc.
9. Improve implementation of cross-connection and private well programs to ensure distribution system integrity and public health, including modifications to Water Utility Ordinance Chapter 27.
10. As extension of well #14 project, work with consultant to complete a comprehensive Wellhead Protection Program to ensure quality of aquifers at well sites.
11. Increase our pump station maintenance program to rehabilitate two well and one booster station per year.
12. Incorporate the new north Gateway booster station in the Supervisory Control and Data Acquisition (SCADA) system and zone control with goal to reduce pumping energy costs and maintain water quality.
13. Further implement water main replacement program to eliminate under-sized main, replace break-prone segments, close loops, etc.

**Department: Public Works**

**City of Beloit Council Goal: 1**

**Program:** Storm Water Utility Operations.

**Performance Objective:**

Continue to manage the economic and environmental performance of the Storm Water Utility. Reduce storm water pollution to protect our surface water bodies and groundwater supply. Comply with all State & Federal storm water regulations.

**Performance Measure:**

Meet Wastewater Wisconsin Pollution Discharge Elimination System (WPDES MS4) permit requirements within scheduled timeline. Meet all requirements while staying within the Storm Water Utility budget.

**Action steps:**

1. Partner with neighboring communities through the Rock River Stormwater Group to efficiently educate the citizens of the Rock River Valley regarding storm water pollution concerns.
2. Partner with citizens and community organization to clean existing and reduce future pollution to the storm water conveyance system.
3. Detect and eliminate illicit discharges.
4. Administer the storm water pollution prevention program used at all municipal facilities.
5. Clean and remove debris from the storm water conveyance system.
6. Improve storm water conveyance system through preventative maintenance. Televisе storm water conveyance system prior to street construction projects to assure system integrity.
7. Track construction site erosion control inspections and enforcement actions.
8. Monitor all City owned non-structural storm water facilities.
9. Monitor all major storm sewer outfalls to waters of the State.

# Library

*The Mission statement is "To improve the quality of life in our community by providing resources and services that stimulate lifelong personal enrichment, enjoyment, reading, and learning."*

**Department:** Library  
**Program:** Library Staffing

**City of Beloit Strategic Goal: 1**

**Performance Objective:**

Support and promote appropriate library staffing levels and service hours to ensure the delivery of quality services to the Beloit community in the new library.

**Performance Measure:**

Develop a plan for the 2011 – 2012 budget years for increased staffing levels in the new building, including Sunday hours and an alternative for reduction of public service hours if staffing levels are insufficient to meet public demand.

**Action steps:**

1. Establish a joint committee of the Library Board and library management to review the options of staffing levels and public service hours to best serve the public and retain quality of service to the public.
  2. Confer with the City Manager and City Council to develop an appropriate budget, and staffing levels and hours of service to best benefit the community.
- 

**Department:** Library

**City of Beloit Strategic Goal: 2**

**Program:** Library Building Maintenance

**Performance Objective:** Maintain an attractive and efficient new library building for the citizens of the Beloit area that will encourage lifelong personal enrichment through a variety of reading, learning and recreational opportunities.

**Performance Measure:** Continue the joint effort of the Library Capital Campaign Committee and Library Board to guide the library's fundraising to a conclusion of the public campaign in 2010.

**Action steps:**

1. Begin an active campaign with emails and website donation in addition to regular press releases.
2. Continue to follow up on the major donor pledges to be sure all pledges are fulfilled.

# Recommended Key Strategic Objectives for City Strategic Plan for 2011



**Department:** City Manager

**City of Beloit Strategic Goal: 2**

**Program:** Continue the focus on the City's eco-municipality program, including the use of sustainable practices.

**Performance Objective:**

The City Council's adoption of an eco-municipality program and subsequent steps undertaken by the City to implement the "natural step process" started a positive trend toward the use of sustainable practices in all public policy decisions. The City needs to continue the strong eco-municipality focus and several specific initiatives will be undertaken in 2010 to continue that important initiative.

**Performance Measure:**

The City has already concluded a number of significant environmental and energy efficiency related projects and will continue with those initiatives into 2010. The action steps listed below include several specific program initiatives that we anticipate undertaking to further expand the eco-municipality program.

**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. Finalize testing on hydrogen on demand vehicles, and if results warrant, proceed with transition of a significant portion of the Municipal fleet to utilize this fuel alternative.
3. Continue implementation of the new Energy Block Grant Program, which will be combined with funding included in the City's Capital Improvements Program for studying energy efficiency. The first major project will be to evaluate the possible use of solar or geo-thermal energy to provide energy for municipal facilities, particularly the City Hall.
4. Continue to utilize an employee-based sustainability committee to work on ways to implement sustainability practices in City facilities with regard to all service delivery operations.



**Department:** City Manager

**City of Beloit Strategic Goal:** 1 & 2

**Program:** Continue the Manager's involvement in economic development activities

**Performance Objective:**

Continue the Manager's 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 a successful economic development program.

**Performance Measure:**

As stipulated in the Economic Development Department's strategic plan, performance will be measured by a combination of new businesses recruited to the City, particularly in the Gateway Business Park; the retention and expansion of existing businesses within the corporate limits of Beloit; and the number of new jobs created within the community.

**Action Steps:**

1. With the completion of the Gateway Boulevard Expansion in 2010, along with a slowly strengthening economy, every effort will be made to market the Gateway Business Park and related privately owned parcels located within the same Tax Incremental Finance District (TID). Hopefully, the infrastructure improvements, combined with a stronger economy will lead to some successful business recruitments in 2011.
2. Continue to work on office, business and residential development and redevelopment in the downtown City Center area. Marketing will continue on vacant buildings and parcels to bring more development downtown.
3. In conjunction with the Downtown Beloit Association (DBA), the City will continue planning for potential reuses for the downtown Kerry building. Alternatives will include the possibility of early demolition if no reuse for the existing structure is located within a reasonable period of time.
4. We will continue our very successful business retention program. In conjunction with the Greater Beloit Economic Development Corporation, we will continue to visit with key business leaders, mostly larger industrial concerns, throughout the City each year. The Greater Beloit Economic Development Corporation (GBEDC) has launched a more comprehensive business retention effort, which will continue to be supported by the City.
5. To continue working closely with the GBEDC as a full and active partner of Rock County 5.0 to further explore the enhanced regional cooperation that has evolved as a result of this new economic development initiative. Efforts will continue on programs that are as diverse as joint marketing to potential food cluster industries, along with the possible expansion and widening of the I-39/90 corridor.



**Department:** City Manager

**City of Beloit Strategic Goal:** 1 & 4

**Program:** Facilities planning/Police Department/City Hall Space Needs/Possible Snappers Stadium

**Performance Objective:**

A space needs assessment was completed in 2009, followed by an evaluation of various site alternatives, which has continued into 2010. It is still anticipated that we will have a decision before the end of 2010 as to an affordable selected site for this project. If so, additional engineering and design services will be undertaken in 2011. The City will also continue to maintain a dialogue with the Snappers regarding the possible location and construction of a new Snappers stadium.

**Performance Measure:**

Completion of the preliminary site evaluation alternatives for the new Police facility. Once the site and scope of the facility has been determined, we can proceed with the actual preparation of plans and specifications for the structure. While we do not have a tighter timeline, we continue to search for and review affordable options.

**Action Steps:**

1. Continue to work closely with the Police Chief and his staff to finalize planning and obtain an agreement on an affordable site for the location of a new Police facility.
2. Enter into a design contract to actually begin preparation, plans, specifications and bidding documents for the selected facility.
3. While the Police Department design is underway, begin to prepare an interior remodeling plan for the Beloit City Hall to not only facilitate both the remodeling and reutilization of the available space in the building so that it will best meet the needs of employees and residents who regularly utilize the facility.
4. Continue close communication with the Snappers management regarding the possible location, funding and construction for a new Snappers stadium to be built for the team's use.



**Department:** City Manager  
**Program:** Public Housing Remodeling

**City of Beloit Strategic Goal:** 4

**Performance Objective:**

The extensive and personal involvement of the Assistant City Manager and the large scale use of low income tax credits to remodel the City's entire Public Housing inventory necessitates that a goal be added specifically reflecting that commitment of time and resources from the City Manager's office. An initial allocation of tax credits has been authorized and work is proceeding on implementing the first stage of this project. A second application is pending for the balance of the tax credits required to complete the entire Public Housing remodeling effort.

**Performance Measure:**

Seeing the first phase of remodeling projects to construction in 2010, along with periodic follow-up projects continuing into 2011 and beyond, as the units are remodeled in phases over time. Receipt and processing of the second round of tax credits for the remodeling effort will also be a significant measure of success.

**Action Steps**

1. The Assistant City Manager continues to work with the Community Development staff and the consulting team to work through all of the administrative steps required to get the first phase of remodeling projects to construction.
2. Continue to maintain close contact with the consulting team and staff required to get the second allocation of credits approved and sold.
3. Work closely with the Director of Beloit Housing Authority to make sure that all Housing Authority tenants receive thorough and courteous assistance to facilitate the relocations that will be needed throughout the remodeling process.



**Department:** Economic Development

**City of Beloit Strategic Goal:** 2

**Program:** Establish and maintain an effective and responsive business courtesy call program.

**Performance Objective:**

Conduct ongoing business calls through the Business Courtesy Call Program

**Performance Measure:**

Constantly update master list of major employers and track courtesy calls.

**Action Steps:**

1. Conduct two calls each month.
- 



**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.

**Performance Objective:**

Create, Implement, Manage, and Evaluate Tax Incremental Finance Districts.

**Performance Measure:**

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. Create targeted TID districts to leverage significant economic development projects.
5. Develop a strategy to enhance the performance of under performing TID's.



**Department:** Economic Development

**City of Beloit Strategic Goal:** 2

**Program:** DBA to create an economic climate that retains and attracts businesses that complement and support each other and enhance the value of Downtown.

**Performance Objective:**

Initiate and manage an aggressive, proactive and targeted downtown business recruitment program.

**Performance Measure:**

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. Consider developing new marketing campaign.
- 



**Department:** Economic Development

**City of Beloit Strategic Goal:** 2

**Program:** DBA to create an economic climate that retains and attracts businesses that complement and support each other and enhance the value of Downtown.

**Performance Objective:**

Initiate, market and manage the TID #5 Funded Upper Floor Housing Grant Program.

**Performance Measure:**

Number of residential units completed annually.

**Action Steps:**

1. Market Upper Floor Housing Grant Program to downtown district.
2. Proactively identify potential candidates for upper floor residential build-out projects.
3. Meet with property owners.
4. Facilitate grant approval process with Economic Restructuring team.
5. Notify City of Beloit of grant approvals and payment requests.



**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.

**Performance Objective:**

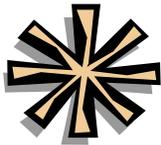
Track and document economic development activity, reporting results to City Council on a quarterly and annual basis.

**Performance Measure:**

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 Proposal (RFP) activity.
- 



**Performance Objective:**

Promote Development in the Gateway project area.

**Performance Measure:**

Number of acres sold.

**Action Steps:**

1. Continue to support and monitor Gateway infrastructure development.
2. Support MLG's efforts to market Gateway property.
3. Include Gateway options in all appropriate RFP'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. Complete virtual buildings project.
9. Promote the park's "shovel ready certification".



**Department:** Community Development **City of Beloit Strategic Goal:** 4

**Program:** Housing Authority – Section 8 Homeownership Program

**Performance Objective:**

Maintain Section 8 Homeownership Program

**Performance Measure:**

Continue and broaden Section 8 Homeownership Program as part of above Family Self Sufficiency program and separately for those residents who wish to participate through December 31, 2011.

**Action Steps:**

1. Continue to train staff on Housing Choice Voucher Homeownership Program.
2. Continue to develop partnerships with local banks for financing of homes
3. Continue to partner with Neighborhood Housing Services (NHS) to provide homeownership classes
4. Update marketing material



**Department:** Police/Fire/DPW  
**Division:** NA  
**Program:** Public Service Communications

**City Goal:** 1, 3, 5

**Performance Objective:** To provide our public service workforce with communication infrastructure, mobile radios, and portable radios that is Federal Communications Commission compliant.

**Performance Measure:** To have 100% of our communications infrastructure for mutual aid and portable/mobile radio communications for mutual aid compliant by 2011. To have 100% of our communications infrastructure, mobile and portable communications systems FCC compliant by 2013.

**Action Steps:**

1. Participate in the GeoCom Decision Matrix Study by December 2010.
2. Seek alternative sources of funding if available.
3. To narrow band all of our mutual aid channels by the December 31, 2011.
4. Primarily fund the project through city wide special CIP in 2011, 2012, and 2013.
5. Inventory and specify infrastructure, mobile and portable equipment needs in accordance with project deadlines.
6. Make appropriate FCC license changes by project deadlines.
7. Participate in and complete county wide communications project by December 2013.



**Department:** Fire  
**Division:** Ambulance  
**Program:** Emergency Cardiac Care Medical Equipment

**Fire Department Strategic Goal:** 4 & 5

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

**Performance Objective:**

Provide state of the art technology for emergency cardiac care that meets the current standard of care.

**Performance Measure:**

Replace all of our emergency cardiac care devices by March 1, 2012.

**Action Steps:**

1. Define strategic expectations for expansion of the standard of care by March 2011.
2. Develop specifications for emergency cardiac care devices based on current and strategic expansion of the standard of care by June 2011.
3. Test and examine emergency cardiac care devices from different vendors October 2011.
4. Specify, accept bids, select, purchase and take delivery of emergency cardiac care devices by March 1, 2012.
5. Train staff and implement use of new units by April 1, 2012.
6. Initiate quality assurance and maintenance program upon implementation.



**Department:** Fire

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

**Division:** Fire & Rescue

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

**Program:** Emergency Preparedness

**Strategic Objective:**

To provide for an all hazards preparedness and response framework through effective and timely emergency operations plan revisions.

**Performance Measure:**

To have a Wisconsin Emergency Management approved revised emergency operations plan by December 2011.

**Action Steps:**

1. Form a document review and revision subcommittee of the Heightened Awareness Team by December 2010.
2. Conduct meetings as needed to facilitate the efficient and timely revision of the plan as needed through out 2011.
3. Include the addition of discipline operational annexes to be consistent with the Federal and State Emergency Support Functions and local operational specific preplans by October 2011.
4. Submit revised emergency operations plan for review and approval through the City of Beloit Plan Commission, City of Beloit City Council and Wisconsin Emergency Management as required by law.
5. Make minor adjustments and edits of the plan as needed and as permitted by law to facilitate a consistent and threat appropriate Emergency Operations Plan for All Hazards Response.



**Department:** Fire Department

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

**Program:** Buildings and Grounds.

**Performance Objective:**

Provide an aesthetic, clean, and safe environment at selected municipal buildings.

**Performance Measure:**

Overall improved condition of select buildings.

**Action Steps:**

1. Inspect facilities.
2. Repair problems timely.
3. Update the appearance of facilities.



**Department:** Police  
**Program:** Administration

**City of Beloit Recommended Strategic Goal: 3**

**Performance Objective:**  
Police Department Facility Design/Phase I Construction

**Performance Measures:**

- Participate with the first phase of building construction or rehabilitation
- Liaison regularly with architect firm on design and construction of new police facility

**Action Steps:**

1. Select construction partner.
2. Monitor the monthly progress of construction