

2014 STRATEGIC PLAN

**CITY OF
BELOIT**

2014 City of Beloit Strategic Plan

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June 3, 2013

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 2014. 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 3rd, 2013, the management team submitted their departmental Strategic Plans and Objectives for 2014 to the City Manager for Council consideration. These were prepared based on the City's proposed Vision/Mission Statements and Goals for 2014 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 2014

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 14th Strategic Plan Workshop.

Departmental Strategic Plans for Fiscal Year 2014

Each department has prepared and submitted departmental strategic plan/objectives for FY 2014. These are contained in Section III of the workbook.

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 2014. This is an exciting opportunity to chart the future of the City and marks the beginning of the FY 2014 Budget process.

Sincerely,



Paul E. York
Finance and Administrative Services Director

VISION STATEMENT

Greater 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.

CITY OF BELOIT

2014 STRATEGIC PLAN

Beloit City Council Vision/Mission Statements and Goals 2014

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

During the Council Workshop the Departments also identified key departmental initiatives for year 2014 recommended to Beloit City Council for Consideration. These Key Initiatives are identified with an .

CITY OF BELOIT

2014 STRATEGIC PLAN

City Manager Department

Department: City Manager

City of Beloit Strategic Goal: 1, 2 & 4

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

Objective:

Provide efficient, effective and economical day to day management of City operations and public services, with special attention given to on-going analysis and modifications necessary to maximize productivity and efficiency.

Action Steps:

1. Direct involvement in the detailed evaluation of all budget submittals for both the operating and capital budgets.
2. Continue working with Department Directors analyzing operations and administrative support systems to ensure efficiency and effectiveness.
3. Continue to provide support for elected officials, including development of detailed staff reports and research as needed to assist Councilors with their important public policy responsibilities.
4. Continue working with Department Directors to search for all available revenues, including Federal and State grants to maximize resources available to support Municipal operations and infrastructure upgrades.
5. Coordinate with Human Resources to fully implement the new compensation/classification plan in 2014.

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Department: City Manager

City of Beloit Strategic Goals: 1 & 2

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

Objective:

Continue the Manager's direct involvement in economic development activities on a City-wide basis. The strategic plan prepared and submitted by the Economic Development Department provides a more detailed analysis of the various elements of the City's economic development program.

Action Steps:

1. Efforts will continue to market the Gateway Business Park and related parcels, including additional lands acquired by the City in 2012.
2. Now that the City has bought out its private sector partner, NAI-MLG Commercial, the City has accelerated marketing and sales efforts and will continue to recruit business development for the park and adjacent parcels.
3. Business retention will continue to be a major goal of the City, working with local businesses to help them grow and expand their operations, while staying within the Greater Beloit Area.
4. Continue to work on office, business and residential development and redevelopment in the downtown City Center area.
5. We will continue to work with the developer as construction is completed on the 400 Block of Grand Avenue redevelopment (Phoenix Project).
6. Continue to work closely with the Greater Beloit Economic Development Corporation (GBEDC) and Rock County 5.0 to further explore the enhanced regional cooperation that has evolved as a result of these economic development initiatives.



Department: City Manager **City of Beloit Strategic Goals:** 2 & 4
Program: Continue to work on the casino development as needed

Objective:

Continue a close dialogue (and collaboration) with the Ho Chunk Nation as they pursue s Bureau of Indian Affairs approval for their fee-to-trust application to build a land based casino in the City of Beloit.

Action Steps:

1. Continue close communication with the Ho Chunk Nation to provide whatever support or assistance is deemed necessary to help move the application toward approval by the Bureau of Indian Affairs (BIA).
2. Be available to provide direct assistance, including periodic travel to Washington, D.C. to communicate directly with the Bureau of Indian Affairs and the U.S. Department of the Interior.
3. Work with the Nation as they finalize development plans and we jointly prepare a Development Agreement to better coordinate both on-site development and off-site infrastructure improvements needed to support this important project.
4. If Federal approvals are received for the casino, work closely with the Nation to obtain the Governor's concurrence so that the project can be moved forward toward implementation.

Department: City Manager

City of Beloit Strategic Goal: 2

Program: Manage the City's sustainability program, including the eco-municipality "green" program and the E-Government initiatives.

Objective:

The City Council's 2007 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 will continue the strong focus on implementing E-Government and "green" initiatives, focusing on reducing costs and environmental stewardship in 2014.

Action Steps

1. Continue utilizing the modified staff report and take other steps as necessary to ensure that decisions made by operating departments or staff recommendations coming to City Council incorporate specific information about the sustainability of those public policy choices.
2. Continue to expand electronic communications within the organization to replace paper documents whenever possible.
3. Work with Public Works regarding their study and evaluation of alternative fuels and alternative heating of the Operations and Utilities and Engineering building.
4. Continue to utilize an employee-based sustainability committee to review and implement viable "green" practices wherever possible within the organization to continue to reduce the City's carbon footprint and promote good environmental stewardship. Efforts will include continued grantsmanship activities.

Department: City Manager

City of Beloit Strategic Goals: 1 & 3

Program: Public Information

Objective:

Provide accurate, objective and timely information on services and events in the City of Beloit.

We anticipate continuing with the weekly publication of the Beloit Report and monthly production of Beloit Today and other media events on a consistent basis.

Action Steps

1. Weekly publication of the “Beloit Report”
2. Monthly production of the “Beloit Today” show
3. Weekly contact with “Beloit Daily News” reporters
4. Write and post press releases, policies, meeting notices and minutes of City Council meetings and the “Beloit Today” show on the City’s website
5. Continued upgrades on the City’s website, providing more documents, information and easier routing for the public’s use.
6. Continue to promote the e-mail notification service, which is part of the City’s website and allows residents to “sign up” for e-mail notifications whenever items of interest to that individual are posted or updated on the City’s website.
7. Post information on the Cable Access Message Board as needed. Assist other departments to post information as needed.
8. Assist the Cable Access television station with planning technical upgrades as needed.
9. Promote the City through public education.
10. Promote the City of Beloit via social media outlets.

Department: City Manager

City of Beloit Strategic Goals: 2 & 5

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

Objective:

The City of Beloit has built strong working relationships with all the local governments in the Stateline area. This year, efforts will continue to focus on direct communication between the City Council and various governing boards to discuss shared service delivery to ensure the most productive use of available resources. Meetings held in 2012 and 2013 produced positive results and efforts will continue in 2014.

Action Steps:

1. Continue the dialogue at the staff level that produced some positive results, particularly with regard to joint purchasing in 2013.
2. We will continue to collaborate with the City of South Beloit and Beloit 2020 related to the City Center Connections Initiative.
3. Continue monthly meetings with Janesville and Rock County officials, maintaining the positive and collaborative relationship that has developed in recent years.
4. Continue our extensive program of collaboration and cooperation with the Beloit School District to assist the district in any reasonable manner to promote and encourage educational opportunities, facilitate truancy and daytime curfew enforcement, and to support the districts new facilities program recently approved by district voters.
5. Schedule a series of joint meetings between the Council and the boards of surrounding jurisdictions.
6. Continue collaboration with local stakeholders and communication with the Wisconsin Department of Transportation that has evolved over the past several months as planning and design for the important Interstate Highway 39/90 improvement project moves toward construction.

CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: General Management

Objective:

Complete Departmental self - assessment using American Public Works Association (APWA) recommended Management Practices.

Action Steps:

1. Document all Departmental practices in national APWA format.

Objective:

Develop recommendation for Department wide work order system.

Action Steps:

1. Inventory all work order systems currently used in the Department and evaluate potential expansion of use of available features for all Department functions.
2. Finalize recommendation of Department wide work order system.

Mission Statement:

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

CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Engineering/Administration

Objective:

To provide engineering services and technical support to other governmental agencies and the general public that improves public welfare and the quality of life. Complete signal and light repairs in a timely fashion. Contaminated sites evaluated and remediated.

Action Steps:

1. Oversee environmental assessments and remediation of environmentally impacted properties.
2. Plan for installation and repair of traffic and street lights in a timely manner.
3. Perform semiannual maintenance inspection of traffic signal controller systems.
4. Design infrastructure improvements cost effectively and with sound engineering judgment.
5. Review of Development plans for compliance with City standards and ordinances.
6. Staff Traffic Review Committee's monthly meetings.
7. Update Cadastral Mapping monthly or as needed.
8. Maintain City Works Software and assist existing and new users as needed.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Engineering/CIP

Objective:

To develop recommendations for and administer the Capital Improvement Program. 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. Monitor and evaluate project.
5. Monitor and evaluate contractor performance.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

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

Objective:

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

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.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Operations/Administration

Objective:

Develop a staff that performs efficiently and safely.

Develop policies, and standard operating procedures to improve efficiency and cost effectiveness of work tasks.

Action Steps:

1. Develop a list of budget savings, meeting with individual work groups.
2. Complete Evaluation tools to evaluate all staff based on individual performance measures.
3. Develop 5 year Capital Improvement Projects and 2014 Operating Budgets.
4. Coordinate all Parks and Operations training including orientations.
5. Coordinate the DPW Safety Committee; ensure safe working practices are followed.

CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Stores

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. Ensure the City receives the maximum value for each public dollar spent through quarterly comparisons, bidding, quotes and state contracts. Continue to research sustainable projects and options for the city through fleet services.

Action Steps:

1. Track parts work orders and monthly fuel report.
2. Provide a centralized area for materials, equipment parts, maintenance supplies, fuel etc. for all departments.
3. Increase the store usage for all city departments to encourage cooperative purchasing while reducing overall city cost.
4. Coordinate purchasing with other municipalities and or Beloit School District for maximum value for each dollar spent.
5. Update storeroom procedures, purge slow moving inventory, complete annual inventory count.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1**Program:** Operations / Street / Traffic Safety**Objective:**

Ensure motorist and pedestrian safety minimize hazards for all street and right-of-way Operations.

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

Action Steps:

1. Evaluate, establish target area for signs and street projects.
2. Review quarterly with work group and develop work plan and time line.
3. Complete projects.
4. Continue to monitor Automatic Vehicle Location (AVL) program in vehicles to reduce down time of staff and reduce mileage of vehicles.
5. Refine and implement a public education plan to educate residents on selected operations.
6. Update all personal protective hazard assessments.
7. Develop/update standard operating procedures.

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CITY OF BELOIT

2014 STRATEGIC PLAN

City of Beloit Strategic Goal: 1

Program: Operations / Forestry

Objective:

Ensure motorist and pedestrian safety minimize hazards for all street and right-of-way Operations through high quality urban forest management, with events and/or projects coordinated and completed with appropriate response times.

Action Steps:

1. Evaluate, establish target area for tree projects.
2. Review quarterly with work group and develop work plan and time line.
3. Complete projects.
4. Continue implementation of intergovernmental coordinated Emerald Ash Bore (EAB) management program.
5. Implement grant assisted wood burning furnace installations in selected public works facilities.
6. Develop a public relations plan to educate residents on selected operations.
7. Update all personal protective hazard assessments.
8. Develop/update standard operating procedures.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Snow

Objective:

Provide cost effective and environmentally sound clearing and removal of snow & ice resulting in safe travel.

Utilize both anti-icing and de-icing strategies blending of products including organic materials.

As a premier snow & ice program in North America continue to mentor other communities.

Action Steps:

1. Minimize hazards of slippery road, sidewalk conditions encountered by motorists and pedestrians.
2. Reduce economic losses to the community and industry caused by workers unable to get to their jobs or make deliveries.
3. Restore traveling conditions for the convenience of the general public as soon as possible after each winter storm event.
4. Provide a level of service that is cost effective, fiscally and environmentally responsible.
5. Develop cooperation and collaboration strategies with area communities and private providers within the city.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Fleet

Objective:

Establish efficient and cost effective delivery of fleet services by providing departments with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle and equipment investments.

Action Steps:

1. Track equipment work orders and post work orders monthly.
2. Research additional sustainable projects applicable to fleet including alternative fueling systems.
3. Monitor and maintain the equipment replacement scoring model to reflect optimum replacement of each vehicle.
4. Review and make recommendations for the equipment reserve account, annually with Division Directors and Finance.
5. Update procedures, purge slow moving parts inventory, complete annual inventory count.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Operations / Recycling/Solid Waste

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 14 City Facilities. Coordinate the intergovernmental relationship with Beloit & Turtle Township. 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 Department of Natural Resources (DNR) grant reporting.
4. Research commodity brokers for commingled containers and other commodities as needed.
5. Implement electronics recycling and clean sweep programs for City residents.
6. Continue to monitor the state of economy and the effects of both budgets.
7. Research and develop new sustainable practices that are economically feasible.
8. Implement results of feasibility study of cart collection refuse system.
9. Look at recycling alternatives.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Parks & Administration

Objective:

- Maintain our current city parks and related facilities in a clean, safe, and attractive manner.
- Implement the Parks & Open Space Plan that identifies future improvements to existing parks and facilities.

Action Steps:

1. Maintain our park mowing program.
2. Maintain landscaping beds in our parks and streetscape areas within the city.
3. Complete necessary park repairs and general maintenance.
4. Complete graffiti removal within 48 hours of notice.
5. Complete routine inspections of parks and playgrounds.
6. Work with schools and volunteer groups that provide seasonal park clean-up assistance.
7. Prepare and schedule park improvement project as designated with the annual CIP Plan.
8. Seek assistance from other Divisions and/or Departments in preparing for the implementation of each project.
9. Hire contractors to complete projects and/or specialized maintenance services.
10. Annually, review the CIP Plan with the Parks & Recreation Commission and seek their advisement regarding prioritization of these projects and other future projects that they would like the department to consider implementing.
11. Assist in Snow Removal Operations.

Mission Statement:

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Recreation Operations

Objective:

- Provide recreational & athletic programs.
- Provide related recreational services to community organizations.
- Maintain clean, safe, and attractive facilities.
- Market programs and services.

Action Steps:

1. Implement a diverse variety of recreational and/or athletic programs that are not a duplication of other service providers.
2. Create a seasonal Recreation Program Guide inclusive of all our services and program offerings.
3. Work cooperatively with local civic organizations that use our parks and recreational facilities, including but not limited to the following groups:
 - Beloit Youth Hockey Association
 - Beloit Memorial High School / SD of Beloit
 - Beloit International Film Festival (BIFF)
 - Beloit Snappers
 - Visit Beloit
 - Friends of the Riverfront
 - Downtown Beloit Association
4. Operate and expand our services offered at the Lagoon Concessions.
5. Oversee and promote our park rental reservation system for Park Shelters and the Rotary River Center.
6. Operate recreational facilities for public use, and complete repairs and facility improvements as warranted at the Ice Arena, Krueger Pool, the Lagoon Concessions, and the Rotary River Center.

Mission Statement:

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Grinnell Hall Senior Center

Objective:

- Coordinate and implement programming for a diversified senior population.
- Operate and manage Grinnell Hall as a special use facility for Senior Citizens.

Action Steps:

1. Seek additional community partners, allowing us to increase programming economically.
2. Continue to partner with the Rock County Council on Aging Nutrition Program.
3. Continue to partner with American Association of Retired Persons (AARP) to provide affordable tax assistance to seniors.
4. Coordinate and implement the annual Beloit Senior Fair.
5. Partner with Rock County Senior Volunteer Program (RSVP) to greatly increase the distribution of the monthly newsletter, thereby attracting new members.
6. Search and obtain grants that will provide financial assistance to the center in purchasing supplies and/or equipment that will benefit programs and/or the operations of the facility.
7. Relocate the Supervisor's office to the front of the building which will create a more user-friendly atmosphere to visitors, as well as increase safety and security of the staff and users of the building.
8. Continue to work cooperatively with the Grinnell Hall Advisory Board of Directors regarding the operations of the building and program offerings.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Golf Operations

Objective:

- Manage an 18 hole, public golf course facility.
- Provide general golf related programming and services for leagues, tournaments, and special events.
- Provide a golf facility for High School competition/play.

Action Steps:

1. Sustain our standard maintenance program.
2. Strategically market the golf course.
3. Increase the number of rounds played annually.
4. Increase the annual revenue.
5. Provide golf merchandise for sale at the Clubhouse.
6. Through our customers, continue to evaluate the quality of the services, operations, and maintenance of the golf facility.
7. Through our customers, continue to evaluate the concessionaire and their services that will enhance the golf operations.
8. Annually, survey the rate structure at other golf courses within the region and compare our services and pricing schedule.
9. Recommend financing alternatives as deemed necessary in order to meet the fiscal needs of the golf course.
10. Provide staff training as warranted.
11. Conduct monthly meetings with the Golf Course Advisory Committee.
12. 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.

Mission Statement:

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Cemetery Operations

Objective:

- Manage and maintain the general operations of the city owned cemeteries.
- Provide general cemetery services.

Action Steps:

1. Contract and hire ground maintenance services to mow and trim cemeteries.
2. Track and record all cemetery services.
3. Review and recommend services fee structure.
4. Keep records as required by State Statue.
5. Update our database for platting of the cemetery plots and clerical software files.
6. Enhance public relations through appropriate staff training and sensitive marketing techniques at the annual Senior Fair.
7. Twice a year (spring & fall) schedule and implement a cemetery clean-up program as outlined within the Cemetery Rules & Regulations Manual.
8. Provide appropriate assistance to Funeral Homes in scheduling funerals and our services.
9. Maintain and care for all grave sites as allocated within the Perpetual Care program.

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2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Transit - Transit Development Plan

Objective:

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.

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CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

Department: Public Works

City of Beloit Strategic Goal: 1

Program: Wastewater Utility Operations

Objective:

- Effectively manage the economic and environmental performance of the Water Pollution Control Facility (WPCF), sanitary sewer collections system and industrial pre-treatment program
- Comply with all National Pollutant Discharge Elimination System (NPDES) requirements
- Comply with all Environmental Protection Agency (EPA) requirements for Industrial Pretreatment Program
- Upgrade and maintain all system equipment for reliable and efficient operation
- Minimize odors emitted from the WPCF
- Effectively manage commercial inspection and permitting program
- Minimize sanitary sewer collections system backups

Action Steps:

1. Operate the WPCF wastewater treatment plant to economically meet discharge permit limits, including all lab analyses and regulatory reporting.
2. Maintain critical equipment at the WPCF and pump stations to ensure reliable, cost effective system-wide operation.
3. Continue to pursue alternative methods for beneficial reuse of bio-solids with Mallard Ridge Landfill, agricultural land owners, etc.
4. Continue to explore WPCF phosphorous discharge reduction options.
5. Complete quarterly hot-spot and bi-annual system wide collections system cleaning.
6. Continue to clear and maintain off-road sewer easements to ensure access for maintenance and emergencies.
7. Repair and/or line collections system segments and manholes to reduce Inflow and Infiltration (I&I) thereby reducing overall system operating costs.

Mission Statement:

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8. Utilize TV truck and gear to improve sewer televising capabilities and rehab procedures.
9. Perform industrial/commercial inspections and monitor reports to ensure discharge permit compliance.
10. Re-issue permits to Significant Industrial User's and other businesses on schedule.
11. Continue mercury minimization program and participation in Rock County Rx Roundup.
12. Expand public education programs utilizing PW Foxx mascot, Public Works Week activities, local media, community events, etc.

CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Water Utility Operations.

Objective:

- Continue to manage the safe and economic performance of the public water system.
- Comply with the Safe Drinking Water Act
- Meet all domestic, industrial and fire protection water supply demands
- Maintain reliable well and pumping system operation
- Maintain reliable distribution system operation
- Provide accurate customer sales metering and billing

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.
3. Exercise and maintain all valves/hydrants and periodically flush the distribution system.
4. Continue pump station maintenance program to annually rehabilitate two wells and one booster station.
5. Implement water main replacement program to eliminate under-sized main, replace break-prone segments, close loops, etc.
6. Replace Traverse City hydrants and install Storz connections to speed Fire Department response.
7. Expand meter testing and periodic exchange program to ensure compliance with the Reduction of Lead in Drinking Water Act and provide for accurate customer billing.
8. Continue upgrades to Sensus Automated Meter Reading system by meter transmitter upgrades to FlexNet, relocating premise transmitters outside, upgrading base stations, adding base or repeater stations as necessary.
9. Reduce lost and unaccounted-for water to below 14%.
10. Implement cross-connection and private well programs including modifications to Water Utility Ordinance Chapter 27.

Mission Statement:

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

CITY OF BELOIT

2014 STRATEGIC PLAN

Department of Public Works

City of Beloit Strategic Goal: 1

Program: Storm Water Utility Operations.

Objective:

- Continue to manage the economic and environmental performance of the Storm Water Utility
- Reduce storm water pollution to protect surface water bodies and groundwater supply
- Comply with all State & Federal storm water regulations
- Comply with Wisconsin Pollution Discharge Elimination System (WPDES) MS4 permit requirements

Action Steps:

1. Partner with neighboring communities through the Rock River Stormwater Group to educate the citizens of the Rock River Watershed as to storm water pollution concerns.
2. Partner with citizens and community organizations 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. Improve storm water conveyance system through effective preventative maintenance.
6. Televis 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.
10. Develop plan for beneficial reuse of street sweepings per Department of Natural Resources (DNR) guidance.

Mission Statement:

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

CITY OF BELOIT

2014 STRATEGIC PLAN

Fire Department

2014 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.

Vision:

To have every citizen engage in a commitment to safe life behaviors and strategies influenced by fire department community risk reduction programs.

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.

Department: Fire

Fire Department Strategic Goal: 4 & 5

Division: Administration

City of Beloit Goal: 1 & 3

Program: Fire Department Staffing

Objective:

Implement a multifaceted approach to increase general fund appropriations to absorb Staffing for Adequate Fire & Emergency Response Grant (SAFER) grant funded positions by July 2, 2015.

Action Steps:

1. Re-apply for SAFER Grant by 1/1/2015.
2. Implement legislative adjustments in levy limits and expenditure restraint caps to permit appropriation to retain grant positions by July 2, 2014.
3. Increase general fund appropriations 1 FTE per year for 5 years to absorb the positions.

Objective: To study the recruiting and hiring process and to revise the process to provide for maximum efficiency and recruitment candidates for on demand hiring.

Action Steps:

1. Determine best practices to identify candidates that are the best fit for the Beloit Fire Department by 12/31/2013.
2. Determine critical components to the process and set expected timelines for a typical hiring process components by February 28, 2014.
3. Amend Police and Fire Commission Rules by March 31, 2014.
4. Conduct revised hiring process as determined by this study process.

CITY OF BELOIT

2014 STRATEGIC PLAN

Fire Department

Fire Department Strategic Goals: 1 & 3

Division: Prevention

City of Beloit Strategic Goals: 1 & 3

Program: Public Education

Objective:

Continue providing public education and prevention programs to the community to the extent that resources allow. Schedule public education program delivery to target locations such as large occupancy apartment facilities, elderly housing, childcare locations, and during Fire Prevention Week. Also, continue posting public service announcements periodically and when a problem area is identified.

Action Steps:

1. Develop 2014 fire prevention plan by December 2013.
2. Provide public education personnel with the resource required to meet Performance Measure by June 2014.
3. Complete and assign public education service announcement plan by January 2014.

Vision:

To have every citizen engage in a commitment to safe life behaviors and strategies influenced by fire department community risk reduction programs.

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.

CITY OF BELOIT

2014 STRATEGIC PLAN

Fire Department

Fire Department Strategic Goals: 1 & 3

Division: Fire & Rescue

City of Beloit Strategic Goals: 1 & 3

Program: Emergency Response

Objective:

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

Action Steps:

1. Evaluate all service variables by 12/2014.
2. Continuously prioritize what services can be provided based upon daily staffing levels throughout the year.
3. Evaluate budget impact of service reduction quarterly.
4. Make adjustment to the service delivery plan as resources allow.

Objective:

Increase the City of Beloit's Fire Suppression Rating from 3 to 2.

Action Steps:

1. Evaluate the City of Beloit 2011 Insurance Service Organization (ISO) rating report to identify deficient ratings by 6/14.
2. Determine practicality and cost benefit of expending resources needed to address deficient issues by 12/14.
3. Determine a plan and process to address deficient issues by 1/13.
4. Begin process of resolving identified deficient issues by 6/14.
5. Request ISO reevaluation by 12/14.

Vision:

To have every citizen engage in a commitment to safe life behaviors and strategies influenced by fire department community risk reduction programs.

Mission Statement:

The Beloit Fire Department is dedicated to maintaining a proactive approach to community risk reduction. Our every action must focus on reducing risk to lives and property in the Greater Beloit Area.

Objective:

Explore the feasibility of developing an Emergency Management Assistance Compact (EMAC) team.

Action Steps:

1. Explore infrastructure and cost responsibilities. Complete.
 2. Discuss deployment and response requirement. Complete.
 3. Identify pool of employees committed to training and deployment requirements by 12/31/2014.
 4. Create training, equipment, and deployment plan by 6/15.
 5. Become deployment ready by 12/31/15.
-

Objective:

Inventory and upgrade Self Contained Breathing Apparatus and Inline Respirator Systems by 12/31/2014

Action Steps:

1. Identify SCBA resources needs and prepare specifications for public bidding process by March 31, 2014.
 2. Publish and complete public bid selection process by July 1, 2014.
 3. Place order by July 30, 2014.
 4. Receive, label, inventory, train and place in service new SCBA by 12/31/2014.
-

Objective:

Inventory and upgrade department hydraulic powered extrication equipment by 12/31/2015.

Action Steps:

1. Identify through regional collaboration gaps in extrication capacity, and identify aging/failing equipment by April 1, 2014.
2. Submit CIP request as indicated in the 2014 Budget Calendar.
3. Identify Hydraulic Extrication Tool resource needs and prepare specifications for public bidding process by March 31, 2015.
4. Publish and complete public bid selection process by July 1, 2015.
5. Place order by July 30, 2015.
6. Receive, label, inventory, train and place in service new SCBA by 12/31/2015.

CITY OF BELOIT

2014 STRATEGIC PLAN

Fire Department

Fire Department Strategic Goals: 4 & 5

Division: Ambulance

City of Beloit Strategic Goals: 1 & 3

Program: Employee Safety & Health, Paramedic Retention

Objective: To use technology and job tools to reducing work related injuries caused by lifting by 30% by July 1, 2015.

Action Steps:

1. Define costs for retrofitting all department ambulances with a Stryker Power Lift System by July 1, 2013.
2. Complete CIP process for acquisition of the Stryker Lift System by July 1, 2013.
3. Purchase and place in service the ambulance cots for Stryker Lift System by December 31, 2013.
4. Purchase and place in service the Automatic Load System by July 1, 2014.
5. Evaluate impact of Stryker Lift System in the reduction of lifting injuries through 2014 and 2015.

Vision:

To have every citizen engage in a commitment to safe life behaviors and strategies influenced by fire department community risk reduction programs.

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.

Program: Quality Assurance and Best Practices

Objective: To complete a review and revision of Emergency Medical Services general orders by December 31, 2014.

Action Steps:

1. Review current general orders for accuracy and correct language.
 2. Define changes that are needed to the general orders.
 3. Ensure accuracy and compliance with all necessary mandates related to EMS operations.
-

CITY OF BELOIT

2014 STRATEGIC PLAN

Police Department

City of Beloit Strategic Goal: 3

Program: Administration

Objective: Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA) Accreditation.

- All files updated to current CALEA standards
- All files reviewed for adequate proofs of compliance

Action Steps:

1. Early 2014 multi-week maintenance effort.
2. Late 2014 file review

City of Beloit Strategic Goal: 3

Program: Administration

Objective: Increase the number of School Resource Officers by one.

- Make appropriate budget enhancements.

Action Steps:

1. Verify commitment of School District of Beloit to support costs associated with their portion to fund a third School Resource Officer.
2. Review available grants.
3. Fill the SRO position from available resources.
4. Begin a new hiring process to fill an empty patrol position.

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

CITY OF BELOIT

2014 STRATEGIC PLAN

Police Department

City of Beloit Strategic Goal: 3

Program: Patrol Division

Objective:

Maintain/Lower Crash Rate.

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

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

CITY OF BELOIT

2014 STRATEGIC PLAN

Police Department

City of Beloit Strategic Goal: 3

Program: Drug & Gang

Objective: Drug and Gang Enforcement.

- Perform Drug Related Search Warrants
- Seize Contraband
- Community Education

Action Steps:

1. Develop probable cause for search warrants on targeted residents.
2. Take control from suspects, contraband from search warrants and arrests.
3. Participate with FBI Safe Street Task Force.
4. Provide community education programs pertaining to drug and or gang prevention education.

City of Beloit Strategic Goal: 3

Program: Detective Bureau

Objective: Develop and arrest suspects of crime.

- Maintain consistent crime clearance rate.

Action Steps:

1. Build rapport with the criminal community.
2. Group crime and investigate incidents thoroughly through prosecution.

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

City of Beloit Recommended Strategic Goal: 3

Program: Support Services

Objective: Improve internal communication of policies, training, and their storage

Action Steps:

1. Study software capable of maintaining and disseminating General Orders
2. Purchase, install and train for new systems

CITY OF BELOIT

2014 STRATEGIC PLAN

Community Development Department

City of Beloit Strategic Goal: 5

Program: Planning Services: Comprehensive Plan Review and Update

Objective:

To ensure that the Comprehensive Plan reflects the goals and objectives of the City of Beloit. Review the Comprehensive Plan and recommend updates to the Plan Commission and City Council.

Action Steps:

1. Review the Comprehensive Plan and the Future Land Use Plan in particular to ensure that it reflects the City's current goals and objectives.
2. Identify any proposed changes and present to the Plan Commission.
3. If changes are endorsed by the Plan Commission, notify the adjacent municipalities and stakeholders in our community.
4. Present proposed amendments to the City Council for their consideration.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

City of Beloit Strategic Goal: 5

Program: Planning and Building Services – Public Information

Objective:

Increase resident awareness of proposed zoning changes.

Performance Measure:

Increase in the number of residents who receive notice of zoning changes.

Action Steps:

1. Extend courtesy notification by mail to 300 feet from the site location or subject property.
 2. Continue the use of the City's website for public notices to make all residents aware of the zoning applications.
 3. Install a sign on the subject property or site location which indicated that a rezoning or conditional use request is under consideration with a phone number and e-mail to contact with questions and/or concerns.
-

City of Beloit Strategic Goal: 5

Program: Planning Services: Land Use Planning and Regulation

Objective:

To promote and protect public health, safety, morals, comfort, convenience, and welfare of existing and future residents of the City. Review and approve all development and redevelopment against the City's land use plans and ordinances, and coordinate Plan Commission, City Council, Board of Appeals, and Landmarks Commission review of applicable projects.

Action Steps:

1. Review and approve all industrial, commercial, institutional, and multi-family residential developments and alterations.
 2. Prepare Agendas, Minutes, and Staff Reports for Plan Commission, Landmarks Commission, and Board of Appeals meetings.
 3. Prepare reports to the City Council, along with Resolutions and Ordinances pertaining to land use actions.
 4. Initiate and resolve enforcement actions dealing with violations of land use ordinances.
 5. Communicate with citizens, businesses, property owners, developers, and others regarding land use and development questions and concerns.
-

City of Beloit Strategic Goal: 5

Program: Building Services: Building Inspection and Permit Issuance

Objective:

To promote public health & safety while stabilizing and increasing property values through the regulation and inspection of new buildings, building additions, building alterations, and other miscellaneous projects.

Action Steps:

1. Review and approve applications for Building, Plumbing, Electrical, HVAC, Fence, Chicken, and other permits.
2. Inspect building projects as necessary to ensure compliance with applicable building codes.
3. Monitor neighborhoods for unauthorized work and initiate enforcement actions as necessary.
4. Communicate with citizens and contractors regarding building permit and code questions.

CITY OF BELOIT

2014 STRATEGIC PLAN

Community Development Department

City of Beloit Strategic Goal: 5

Program: Systematic City-wide Code Enforcement and Rental Inspection Program

Objective:

Systematically inspect properties on a City-wide basis and improve the appearance of the neighborhoods.

Action Steps:

1. Evaluate inspector assignments. Change inspector assignments as needed.
2. Inspectors will 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.

City of Beloit Strategic Goal: 5

Program: Neighborhood Stabilization Program

Objective:

Administer the Neighborhood Stabilization Program to meet program goals set by the state and federal governments. Reduce the number of vacant foreclosed homes in the hardest hit neighborhoods.

Action Steps:

1. Use Neighborhood Stabilization Program funds to purchase, remodel and sell foreclosed properties to households earning 120 percent or less of county median income.
2. Demolish properties that are beyond repair.
3. Work with the City of Janesville, Neighborhood Housing Services and Family Services to implement the grant.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

City of Beloit Strategic Goal: 1 and 5

Program: Neighborhood Revitalization

Objective:

Work with Neighborhood Housing Services (NHS), Community Action, and the neighborhood groups to revitalize our existing Central City neighborhoods. Provide housing rehabilitation 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.
 4. Do a targeted mailing on the housing rehab program to Westside, Shore Drive, Merrill and College neighborhoods.
-

City of Beloit Strategic Goal: 1 and 5

Program: Lead Hazard Reduction

Objective:

Contingent upon receiving funding, implement a program to utilize funds from the Lead Hazard Reduction Grant to make more homes in the City of Beloit lead safe. Administer funding program to deal with lead issues.

Action Steps:

1. Work with the City of Janesville, Rock County and the State of Wisconsin Department of Health Services 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.
-

City of Beloit Strategic Goal: 5

Program: Neighborhood Redevelopment

Objective:

Promote redevelopment of City-owned and other vacant lots in the City of Beloit. Increase the tax base in the City's existing neighborhoods.

Action Steps:

1. Publicize the availability of the vacant lots owned by the City.
 2. Make these properties available to infill builders or to prospective residents interested in building a single family home or expanding their lot.
 3. Purchase vacant lots from Rock County during the foreclosure process in September, 2013.
-

City of Beloit Strategic Goal: 5

Program: Fair Housing

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.

Action Steps:

1. Provide Fair Housing training and outreach to the public and social service agencies.
2. Provide Fair Housing brochures and flyers to appropriate social service agencies in the City.
3. Continue to address issues and strategies identified in the Analysis of Impediments to Fair Housing.

CITY OF BELOIT

2014 STRATEGIC PLAN

Community Development Department

City of Beloit Strategic Goal: 1 and 5

Program: Community Development Block Grant (CDBG)

Objective:

Provide the City and local agencies with funds to help meet the needs of low- and moderate-income residents and eliminate slums and blight.

Action Steps:

1. Prepare CDBG contracts for agencies which were awarded funds for 2013.
2. Administer the CDBG program for 2013.
3. Hold a public application and planning process for 2014 funds.
4. Prepare the Annual Plan for submission to HUD.
5. Continue to address issues and strategies identified in the City's Consolidated Plan.
6. Submit the Annual Plan and CDBG Budget to HUD by November 15.

Mission Statement:

The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

CITY OF BELOIT

2014 STRATEGIC PLAN

Community Development Department

City of Beloit Strategic Goal: 1 and 5

Program: HOME Investment Partnership Program (HOME)

Objective:

Provide affordable housing options to the City's low and moderate-income households.

Action Steps:

1. Prepare HOME contracts with the Community Housing Development Organizations (CHDOs) receiving HOME funds in 2013.
2. Work with CHDOS to ensure funds are expended.
3. Administer the Housing Rehab loan program.
4. Budget funding for 2014 programs that increase the availability of or accessibility to affordable housing in the City of Beloit.
5. Submit information to Janesville for the Annual Plan for submission to HUD.

Mission Statement:
The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

CITY OF BELOIT

2014 STRATEGIC PLAN

Community Development Department

City of Beloit Strategic Goal: 5

Program: Section 8 Family Self-Sufficiency Program

Objective:

Continue to develop resources which meet the needs of Section 8 tenants. Continue to assist tenants in working toward their goals and graduating from the Self-Sufficiency (FSS) Program.

Action Steps:

1. Apply for 2014 Family Self-Sufficiency Coordinator Grant.
2. Ongoing case management for current and future Section 8 FSS participants.
3. Continue to develop networks with agencies and businesses in Beloit, Janesville, and Rock County.
4. Plan and coordinate ongoing workshops and seminars for participants.
5. Continue to market program to agencies, participants, applicants, and businesses.
6. Continue to monitor participant progress and to assure participants are working toward identified goals.

Mission Statement:
The Community Development Department forms partnerships with diverse community residents, organizations, businesses and developers to provide housing programs, promote quality planning and development and encourage investment and renewal that guides the future of our City and creates a high quality, livable community for all.

City of Beloit Strategic Goal: 5

Program: Section 8 Homeownership Program

Objective:

Continue and broaden Section 8 Homeownership Program as part of above Family Self Sufficiency grant and separately for those residents who wish to participate through December 31, 2014.

Action Steps:

1. Continue to train staff on Housing Choice Voucher Homeownership Program.
 2. Continue to seek out resources to assist participants with financial problems and debt reconstruction.
 3. Continue to develop partnerships with local banks for financing of homes.
 4. Continue to partner with Neighborhood Housing Services (NHS) to provide homeownership classes.
 5. Support program with continued staffing and training.
-

City of Beloit Strategic Goal: 5

Program: Public Housing Rehab Projects

Objective:

To monitor and maintain all reporting requirements for Phase 1 and Phase 2 tax credit projects. To maintain the physical condition of both Phase 1 and Phase 2 properties.

Action Steps:

1. Complete a spreadsheet of all reporting requirements.
 2. Organize debt service and reporting requirements on a monthly and quarterly basis.
 3. Implement an Inspection Schedule to monitor the interior and exterior conditions of the newly rehabbed/constructed units.
 4. Implement a pro-active maintenance schedule to maintain the interiors and exteriors of the units.
-

City of Beloit Strategic Goal: 5

Program: Public Housing Family Self-Sufficiency (FSS)

Objective:

To network with other service agencies. To set agency standards in order to provide services which are comprehensive and culturally competent.

Action Steps:

1. Continue addressing Customer Service issues with staff.
2. Continue tenant participation in Self-Sufficiency workshops and seminars..
3. Disseminate useful information to tenants regarding available services, employment opportunities, and educational opportunities.
4. Partner with other agencies to sponsor events that enhance the lives of PH tenants and Section 8 participants.
5. Conduct Focus Group discussions with Public Housing residents to assess needs.

CITY OF BELOIT

2014 STRATEGIC PLAN

Beloit Public Library

City of Beloit Strategic Goal:

Service Response: Connecting to the Online World: Public Internet Access

Objectives:

- Online Library resources will be invaluable tools for library customers, both internally, and externally.

Action Steps:

1. Update the Library website to improve functionality and form, including a mobile site and app.
2. Pursue a RockCat app, as well as next-gen cataloging technologies and additional record access points.
3. Implement intentional and focused marketing featuring Library technologies, including access, programs/educational opportunities, and resources.

Mission Statement:

Improve the quality of life in our community by providing resources and services that stimulate lifelong personal enrichment, enjoyment, reading, and learning.

City of Beloit Strategic Goal:**Service Response:** Create Young Readers: Emergent Literacy**Objectives:**

- Young children and their caregivers will have access to resources designed to encourage the development of emergent literacy.
- The Beloit Public Library will provide age-appropriate programming designed to encourage the development of early literacy skills in young children.

Action Steps:

1. Increase the book/audio book kit collection.
 2. Expand parenting collection to include materials designed to assist parents in developing emergent literacy skills in their children.
 3. Develop new and further explore existing partnerships with community agencies such as medical facilities, daycares, and preschools.
 4. Utilize programs, such as story time, to teach parents techniques to use with their children to encourage the development of pre-reading skills.
 5. Implement intentional and focused marketing featuring Library programs for young children and families.
-

City of Beloit Strategic Goal:**Service Response:** Adult and Teen Literacy**Objectives:**

- Adults and teens in Beloit will have easy access to print and electronic materials to aid them in reaching their personal literacy goals.
- Adults and teens will have opportunities to participate in literacy-related programming.

Action Steps:

1. Offer GED guidance programs in conjunction with community agencies.
 2. Research and utilize non-traditional means, such as gaming and media, to encourage and promote teen literacy.
 3. Annually, provide programs for adults to address related concerns, such as computer literacy, information fluency, and basic citizen education.
 4. Pursue a partnership with School District of Beloit to coordinate and promote library resources, reading incentives, and teen programming.
 5. Implement intentional and focused marketing featuring Library programs related to adult and teen literacy.
-

City of Beloit Strategic Goal:

Service Response: Make Career Choices: Job and Career Development

Objectives:

- Adults and teens will have access to career related materials and resources.
- Adults and teens will have access and necessary computer training/assistance for resume development, job searching, and online applications.
- The Beloit Public Library will work with community agencies to offer unique, job and career-related opportunities to library customers.

Action Steps:

1. Create a career center including a collection of materials for career research/job seekers, promotions, ads, etc. Offer applicable technologies: copier, fax, scanner, access to computers, etc.
 2. Develop a job-seekers webpage that offers links to programs and websites that are career-related; create a short-cut desktop icon on all public internet computer stations.
 3. Promote existing databases and research additional resources.
 4. Install resume-building software on public internet computers and utilize the computer lab to offer additional resume-building classes.
 5. Continue to pursue and utilize Library Services and Technology Act (LSTA) funding for public computer classes.
 6. Implement a mock-interview program using members of the professional community to allow adults and teens to practice their interview skills.
 7. Pursue partnerships (such as Blackhawk Tech, Dress for Success) to offer computer classes, job fairs, resume guidance and clothing drives.
 8. Implement intentional and focused marketing featuring Library programs and services related to job searching and career development.
-

City of Beloit Strategic Goal:

Service Response: Make Informed Decisions & Satisfy Curiosity: Health, Wealth, Life Choices & Lifelong Learning

Objectives:

- Residents will have access to reliable information and guest lecturers to help make life decisions.
- Residents will find resources and opportunities to help them explore topics of personal interest.

Action Steps:

1. Annually, provide at least 2 educational/wellness programs for adults per month. Programs will be planned and promoted in a time-frame appropriate for marketing.
2. Utilize displays to feature library materials and promote national celebrations, such as Money Smart Week.
3. Utilize the display spaces in the front lobby to promote library programs or collections and to encourage customers to explore their personal interests.
4. Annually, host a series of programs for adults and teens on specific topics, such as financial literacy, new technologies, social media, health and wellness, current topics, etc.
5. Revitalize the Teen Advisory Board and work with this group to provide teen-friendly programs of high interest.
6. Expand existing displays and book discussions, utilizing technologies such as blogs and Skype to broaden opportunities for participation.
7. Evaluate the quality and attendance of children's programs, as well as customer satisfaction. (2012) Implement appropriate changes in an effort to increase program attendance by 10%. (2013+)
8. Implement a well-organized planning and marketing strategy for reaching intended audiences for adult, teen, and youth programs.

CITY OF BELOIT

2014 STRATEGIC PLAN

Economic Development Department

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Participate in the countywide formal Business Retention & Expansion Program.

Objective: Conduct BRE interviews. Constantly update master list of major employers and track BRE calls.

Action Step:

1. Conduct two calls each month in the Greater Beloit area.



Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Effectively utilize all local, state and federal incentives to leverage private investment and job retention/creation.

Objective: Create, Implement, Manage, and Evaluate Tax Incremental Finance Districts. TID's effectively utilized and managed.

Action Steps:

1. Track all legislative attempts to change TID laws at the state level. Lobby for and against any appropriate or inappropriate proposals.
2. Ensure that all TID funded developer incentives comply with TID guidelines.
3. Submit to Council and overlying districts required audit reports.
4. Develop a strategy to enhance the performance of underperforming TID's.
5. Manage and promote Community Development Zone (CDZ) tax credit incentive program.

Mission Statement:

To improve the economic vitality of the City of Beloit in order to build a better quality of life for all its citizens.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Provide staff support for Greater Beloit Economic Development Corporation, Downtown Beloit Association, Beloit Fine Arts Incubator, Greater Beloit Chamber of Commerce, and Visit Beloit.

Objective: Enhance communication between Vision Beloit partners. All Vision Beloit partners coordinating activities, avoiding redundancies.

Action Steps:

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

Objective: Continue to leverage the advantages of collaborating with regional economic development partners. City of Beloit is able to fully access the resources provided by participating with regional economic development collaborations.

Action Steps:

1. Participate in Rock County 5.0 (fundraising and program implementation)
 2. Participate in Rock County Development Alliance (implementation of ED strategies)
 3. Participate in Tri-State Alliance (WI, IL and IA transportation infrastructure advocacy)
 4. Participate in Thrive (Madison-based, 8-county regional economic development organization)
 5. Participate in I-39 Logistics Corridor (Bi-State cooperative marketing effort)
-



Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.

Objective: Track and document economic development activity, reporting results to City Council on a quarterly and annual basis. Data collected and reported.

Action Steps:

1. Gather and report data on tax base growth.
 2. Gather and report data on number of jobs created/retained.
 3. Gather and report data on number of development agreements entered into.
 4. Gather and report data on net increase of new commercial and industrial square footage.
 5. Gather and report data on Request for Information (RFI) activity.
-

Objective: Maintain the ability to respond rapidly to site selection RFI's. Respond to all RFI's by deadline or within 48 hours.

Action Steps:

1. Maintain an electronic database of available sites, community fact, labor force data, etc.
 2. Continue to cross-train staff to respond to short turnover during the ED Director's absence.
 3. Coordinate RFI process with major ED partners.
 4. Continue to provide staff with the ability to make "in field decisions" on incentive packages.
-



Objective: Promote Development in the Gateway project area. Number of acres sold.

Action Steps:

1. Continue to support and monitor Gateway infrastructure development.
2. Continue in-house efforts to market Gateway property.
3. Include Gateway options in all appropriate RFI's.
4. Manage and promote Gateway Development Opportunity Zone (DOZ) tax credit incentive program.
5. Respond to all prospect information requests.
6. Package incentives according to policies and resources.
7. Assisting with efforts to develop single and multi-family housing.
8. Promote virtual buildings project.
9. Promote the park's "shovel ready certification".
10. Promote business cost calculator.

Objective: Continue to market remaining property in the Willowbrook and I-90 Industrial Park.
Number of acres sold.

Action Steps:

1. Package and distribute information on available parcels.
 2. Include Industrial Park options on all appropriate RFI's.
 3. Respond to all prospect information requests.
 4. Package incentives according to policies and resources.
-

Objective: Enhance the Choose Beloit Initiative. 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.
 5. Initiate brand study with city strategic partners.
-

Objective: Implement Milwaukee Road, Gateway, Fourth Street Corridor and First Impressions Projects. Initial projects budgeted in the CIP and implemented in 2013-2017.

Action Steps:

1. Identify projects.
 2. Budget for projects.
 3. Construct improvements.
-

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Proactive Marketing

Objective: Continue a proactive marketing campaign.

Action Steps:

1. Continue to use the comprehensive marketing strategy.
 2. Attend and participate in appropriate trade shows.
 3. Consider attending quarterly Chicago broker/site selector contact visits.
 4. Market to targeted industry clusters.
 5. Encourage commercial brokers to participate in real estate commission MOU.
-

Department: Economic Development

City of Beloit Strategic Goal: 2

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

Objective: Initiate and manage an aggressive, proactive and targeted downtown business recruitment program. Number of new businesses locating in Downtown Beloit.

Action Steps:

1. Canvas the region for new business candidates.
 2. Match needs of candidates with existing vacant properties.
 3. Continue to market properties for lease and sale.
 4. Consider developing new marketing campaign.
-

Objective: Take advantage of the opportunities created by the Phoenix Building project.

Action Steps:

1. Redevelop site opens.
 2. Market commercial/housing opportunities.
-

Objective: Find an appropriate reuse for the vacated Kerry, East Grand property. New tenants/owner occupy/redevelop former Kerry facilities.

Action Steps:

1. Refer to Downtown Redevelopment Plan.
2. Determine potential partners and investors.

CITY OF BELOIT

2014 STRATEGIC PLAN

City Attorney

Department: City Attorney

City of Beloit Strategic Goal: 1

Program: Legal Services

Objective:

Providing high quality legal services to assist the City of Beloit in accomplishing its vision of providing a high quality of life and a productive economic environment in a diverse community.

Providing effective and timely delivery of legal services to the City Council and Staff.

Action Steps:

1. Enforce city ordinances in a firm, fair and effective manner for the preservation of a high quality of life for all residents of the City of Beloit.
2. Assist the City in drafting and negotiating development agreements and other contracts which foster or promote economic development and job creation.
3. Provide reliable and effective legal representation for the City in all civil litigation brought by or against the City.
4. Provide prompt and reliable legal research and legal advice to the City, its elected officials, employees, boards, committees, and commissions.
5. Prepare city ordinances which are legally and constitutionally sound and effective in preserving and protecting a high quality of life for the residents of the City.
6. Review the City's contracts with vendors, public works contractors, professional service providers, and other governmental entities to assure compliance with the law and for the protection of the City's assets and resources.

Mission Statement:

Providing creative and effective legal services which protect the City's assets and facilitate the City's commitment to continue its resurgence as the gem of the Rock River.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

Vision:

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

2014 Finance & Administrative Services Department

Strategic Goals:

- 1: Promote an environment for our customers that encourage positive results.
- 2: Administer and protect City resources.
- 3: Enhance efficiency by creatively using available resources.
- 4: Expand interdepartmental and intergovernmental communication and cooperation.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 1

Program: City Clerk – Elections

Objective:

Successfully administer four elections in 2014 and ensure continued voter confidence in the election process.

Action Steps:

1. Prior to each election, order ballots, prepare and print poll lists, prepare and print voter lists, prepare and pack supplies and materials for each of nine polling places, and test election equipment.
2. Prepare and publish all public notices as required by law.
3. Prepare training sessions prior to each election and train up to 150 election inspectors regarding changes to election laws, security requirements, and internal procedures.
4. Process absentee ballot requests; train Special Voting Deputies, and process absentee ballots for care facilities.
5. Update and maintain voter records through the Statewide Voter Registration System (SVRS) software and the physical voter records located in our office.
6. Work with Public Works employees to ensure safe and secure delivery of equipment, machines, and ballots to the polling places.
7. Work closely with School District staff and principals to identify new voting procedures at the newly-remodeled schools used as polling places.

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.

8. Within 30 days of each election, prepare voter reports by ward and an election cost analysis to be submitted to the Government Accountability Board (G.A.B.).
 9. Conduct numerous voter registration training sessions for area groups and citizens and participate in a possible county-wide Special Registration Deputy training class in early 2014.
 10. Prepare information packets for those interested in running for City Council and act as a resource for interpretation of state election laws and procedures.
 11. Review nomination papers of candidates, certify ballot status, and assist candidates with proper filing requirements and obligations.
-

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 3

Program: City Clerk – Licensing

Objective:

Consider implementing the MUNIS business licensing module for the 2014 license cycle.

Action Steps:

1. Review existing MUNIS Business License module used by the Water Resources Division with staff in 2013.
 2. Determine if implementation for the Clerk's office's licenses and permits would increase efficiency and convenience and simplify record-keeping.
 3. If found to increase efficiency and effectiveness, begin the process of moving records to MUNIS database; create license templates; and train staff.
 4. If determination is made to use MUNIS, it would be implemented for the 2014 license year.
-

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 1 & 4

Program: City Clerk – City Council Meetings

Objective:

Review options for the possibility of automating the creation and distribution of the City Council agenda, packet, and minutes.

Action Steps:

1. Contact various vendors and gather information on software that will automate the City Council packet process.
 2. Review demonstrations of products and determine their usefulness within the City's existing hardware and resources (i.e. audio and video equipment in the Forum, Laserfiche, etc.).
 3. Consult with our Information Systems Division to ensure any software is high-quality and compatible with existing technology infrastructure.
 4. Determine if efficiency added by the automation of this process is worth the cost of the software product or subscription to the service.
 5. If the final software product is viable, begin purchase and implementation process in 2014. Implementation may include significant training for City Clerk staff, Division and Department Directors, and other staff members who prepare items for the City Council.
-

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 1

Program: City Clerk – Board of Review

Objective:

Successfully coordinate the 2014 Board of Review process.

Action Steps:

1. Meet with the City Assessor's office in February to create a schedule for the Board of Review initial meeting and hearings.
2. Coordinate the meeting schedule for commercial cases with a Court Reporter and the City Attorney.
3. Prepare 2014 Board of Review Procedural documents, including resources and forms for citizens who request to file an appeal.
4. Create, publish and post all required notices.
5. Find training opportunities for Board members and file affidavits of training with the Department of Revenue. At least one Board of Review member must be retrained in 2014.
6. Staff and record the hearings; prepare minutes, Determination Notices, and final documents.
7. Mail Determination Notices and file all documents as required by law.

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 1

Program: City Clerk – Public Information & Record Keeping

Objective:

Protect and maintain official City records and act as a source for public information.

Action Steps:

1. Answer main and secondary phone lines into City Hall and provide requested information.
 2. Publish City's Official Information Directory twice in 2014.
 3. Provide support for the City's Volunteer Greeter Program.
 4. Prepare and administer Oaths of Office for all appointees to City Boards and Committees, Police and Fire Officers, Election Officials, and Elected Officials.
 5. Maintain the City's official seal and use appropriately.
 6. Send, process, and file all of the Statements of Economic Interest from City officers, employees, and Board and Committee members by April 30, 2014.
 7. Update the City's website, document center, and Laserfiche document imaging system with information regarding the City Council, City Clerk, Boards and Committees, Elections and Licensing pages.
 8. Maintain the City's Code of General Ordinances. Following enactment by City Council, arrange for incorporation of new Ordinances into the Municipal Code on the City's website in and in the official City of Beloit Municipal Code books.
 9. Maintain files of various official documents including contracts, agreements, deeds, easements, vehicle titles, oaths, historic City Council records, resolutions and ordinances and perform research as requested.
 10. Create and publish City Council agendas, public notices, packets, and minutes in a timely and professional manner.
 11. Assist the City Council President and members with meeting management issues and parliamentary procedure questions, and act as a resource for information during the meeting.
 12. Act as a resource for staff and other Boards, Commissions, and Committees with respect to meeting management, open meetings laws, agendas, and minutes.
-

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 1 & 4

Program: City Clerk – Elections

Objective:

Prepare for the purchase of new voting equipment in 2015.

Action Steps:

1. The Clerk has been working with the Rock County Clerk since 2012 gathering preliminary information and making contact with election machine vendors.
 2. Research the specific equipment that has already been certified by the Government Accountability Board and those likely to be certified in the near future.
 3. Work with the Rock County Clerk and other Rock County jurisdictions to achieve savings through a countywide purchasing project.
 4. Make decision for purchase 2014 and execute in 2015 after the election cycle.
 5. Conduct training for staff, election officials, and the public prior to implementation in 2016.
-

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goal: 3

Program: City Clerk – Training and Professional Development

Objective:

Attend meetings, conferences, and training sessions to stay current on changes in federal and state laws, continue to develop professionally, and remain life-long learners.

Action Steps:

1. The Clerk will apply for the Certified Municipal Clerk designation through the Wisconsin Municipal Clerks Association (WMCA) in 2014.
2. The Clerk will apply for scholarships to attend the Treasurer's Completion portion of the University of Green Bay Municipal Clerks and Treasurers Institute in 2014.
3. The Clerk will apply for scholarships to attend the 2014 International Institute of Municipal Clerks (IIMC) annual conference in Milwaukee, Wisconsin.
4. The Clerk will attend the 2014 WMCA annual conference in Wisconsin.
5. A Deputy Clerk will attend either the WMCA annual conference or the UW-Green Bay Master Academy.
6. The Clerk and Deputy Clerks will attend various WMCA regional meetings.
7. The Clerk and Deputy Clerks will participate in election training webinars produced by the Government Accountability Board throughout the year.
8. The Clerk will continue enrolling in CVMIC supervisory training courses with the goal of obtaining a Certificate in Supervision.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

City of Beloit Strategic Goal: 1

City of Beloit Department Goal/s: 1 & 4

Program: Municipal Court -Fair and Reliable Adjudication of Cases

Objective: Court processes cases according to announced time standards, complies with schedules, pays individual attention to cases, makes clear decisions, and maintains institutional integrity.

Action Steps:

1. Conduct a systematic review of court notices and communications to ensure that the information presented is correct, clear, and understandable.
2. Continue to identify and implement process improvements that will allow the court to continue to respond to increased case filings and activity with current staff.
3. Continue regular communication with the Municipal Court Judge and reserve/substitute judges regarding court policies and procedures.
4. Continue periodic review of general sentencing criteria and procedures to ensure appropriateness to defendant population, prosecutorial and law enforcement conditions, and jail facilities.
5. Continue relationships and information sharing with Rock County municipal courts regarding court policies and procedures and updates in legislation and case law.
6. Conduct a systematic review of court policies and procedures and update them as required.
7. Identify methods to ensure an adequate level of funding to support the court's services such as the Daytime Curfew Program, Juvenile First Time Offender Program and Underage Alcohol Program.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

City of Beloit Strategic Goal: 1**City of Beloit Department Goal/s: 1****Program:** Municipal Court - Court Accessibility to the Public

Objective: Ensure that court is accessible in terms of location, hours, physical setup, openness of proceedings, predictability and clarity of its procedures and that individuals appearing before the court are accorded with respect.

Action Steps:

1. Conduct a systematic review of court notices and communications to ensure that the information presented is correct, clear, and understandable.
 2. Identify process and technological improvements that will improve access to case information, reduce waiting time and congestion at the court facility, and improve the payment processes.
 3. Enhance the quality of customer service provided to citizens with business at the Municipal Court by continuing to provide on-going and regular customer service training to court staff.
 4. Identify ways to streamline attorney access to the court through telephonic pre-trials and filings, dissemination of notices via fax and/or e-mail, etc.
 5. Continue to utilize alternate payment options including the use of e-payment systems and credit card payments.
-

City of Beloit Strategic Goal: 1**City of Beloit Department Goal/s: 1& 4****Program:** Municipal Court - Effective Enforcement of Court Judgments

Objective: Maintain policies and procedures and business processes that foster and encourage compliance with court judgments. Maintain effective enforcement strategies in concert with the City Attorney's Office and the Police Department.

Action Steps:

1. Conduct a systematic review of court notices and communications to ensure that the information presented is correct, clear, and understandable.
2. Optimize the use of the Municipal Court Judge and reserve/substitute judges to absorb increases and declines in case volume and provide for more flexible service to the public.
3. Conduct a systematic review of court policies and procedures and update them as required.
4. Track defendant compliance with judgments at key stages in the judgment enforcement process.
5. Monitor collections and payments from customer deposit accounts daily for accuracy and timeliness, and promptly make necessary corrections or adjustments.
6. Continue to utilize non-traditional collection alternatives such as tax intercept program, suspension of driving privileges, wage assignment, and commitments.

City of Beloit Strategic Goal: 1**City of Beloit Department Goal/s: 2 & 3****Program:** Municipal Court - Accountability for Public Resources**Objective:** Court uses approved funds for purposes within its mission and authority, spends within allocated funds, and has a system for accounting for funds collected and spent.**Action Steps:**

1. Maintain the record of spending within (or less than) the established budget and for collecting funds according to established court and city procedures.
2. Maximize the use of technology to reduce transaction time and costs, increase the effectiveness of the collection function, and to enhance convenience to the public.
3. Continue the use of electronic data transfers between the court and other agencies.
4. Continue to streamline access to the court with City Attorney's office and Enforcement Divisions within the City of Beloit through dissemination of notices via fax and/or e-mail, direct access to data in TIPSS.
5. Conduct a quarterly review of progress in meeting the Court's strategic objectives.
6. Conduct a systematic review of court policies and procedures and update them as required.
7. Review the deposit schedule to identify opportunities for increases in fines to support court programs.
8. Monitor collections and payments from customer deposit accounts daily for accuracy and timeliness, and promptly make necessary corrections or adjustments.
9. 100% of accounting for case-related receipts and expenditures, and for court administration is accomplished through a reliable management information system.
10. Produce regular and ad hoc reports for use by Municipal Court Judge and management for use in the decision-making process.

City of Beloit Strategic Goal: 1**City of Beloit Department Goal/s: 1****Program:** Municipal Court - Enhanced Public Safety**Objective:** Court uses its sentencing powers to set into motion conditions that would make defendants more likely to change their legally unacceptable behavior.**Action Steps:**

1. Continue the use of a wide range of diversion programs, including community service and driver safety classes as a sentencing option for juveniles and other defendant groups, as appropriate.
2. Produce regular and ad hoc reports for use by Municipal Court Judge and management for use in the decision-making process.
3. Conduct an annual review and monitor the diversion programs.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

City of Beloit Strategic Goal: 4

Finance & Administrative Services Goal: 4

Program: Assessor's Office - Property Assessments

Objective:

Enhance our database to support functions such as Economic Development, Fire Inspection, Refuse Collection, Geographic Information Systems (GIS), Tax Collection and City Clerk processes.

Action Steps:

1. Continue to update property data in the Computer Assisted Mass Appraisal (CAMA) database.
 2. Continue to replace old photos with updated digital photos.
 3. Review property sales with interior inspections for the annual update of the assessment-pricing model.
 4. Provide ownership, assessment information and tax estimates to Economic Development and others as requested.
-

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Finance & Administrative Services Goal: 2

Program: Assessor's Office - Property Assessments

Objective:

Improve customer service by exhibiting excellent public relations and inform citizens.

Action Steps:

1. Provide open records access to all our property records on the City of Beloit webpage.
 2. Use website to provide taxpayers with general information about the assessment process.
 3. Continue to take pro-active measures to enhance public support by utilizing the city website to provide information.
 4. Conduct Board of Review according to Statute in cooperation with the City Clerk's office.
 5. Continue to meet Department of Revenue (DOR) guidelines and deadlines.
-

Department: Finance & Administration

City of Beloit Strategic Goal: 4

Finance & Administrative Services Goal: 4

Program: Assessor's Office - Property Assessments

Objective:

Update 2014 assessments while maintaining standards outlined by Wisconsin State Statutes and completing the 2014 assessments within the statutory time period.

Action Steps:

1. Follow & meet statutory dates regarding the assessment process.
 2. Continue to contract for assessor of record duties.
 3. Contract services to expedite the conversion of all property sketches into the valuation system.
 4. Update assessments based on Wisconsin Department of Revenue *Property Assessment Manual* standards.
 5. Convert residential property values to the Wisconsin Manual process for 2014 assessed values.
 6. Mail assessment notices in compliance with statutory guidelines.
 7. Use the Department of Revenue electronic on-line filing for all applicable reports.
-

Department: Finance & Administration

City of Beloit Strategic Goal: 3

Finance & Administrative Services Goal: 3

Program: Assessor's Office - Property Assessments

Objective:

Update CAMA (Computer Assisted Mass Appraisal) software.

Action Steps:

1. Continue to work with Devnet on upgrades and updates to make the software more efficient.
 2. Enhance our processes with the features within the software.
 3. Work with Devnet to ensure software complies with Wisconsin Statutes, state forms and reports.
 4. Work with Devnet on state mandates for assessment roll and property characteristic exports.
 5. Rely on Devnet to ensure the quality of the software is being used to the maximum potential.
-

Department: Finance & Administration

City of Beloit Strategic Goal: 3

Finance & Administrative Services Goal: 4

Program: Assessor's Office - Property Assessments

Objective:

Implement the Mass Appraisal Report as required by Department of Revenue
Uniform Standards of Professional Appraisal Practice (USPAP)

Action Steps:

1. Maintain all data required for reporting.
 2. Promote and maintain the public trust.
 3. Review each process, seeking more efficient and effective ways to accomplish the tasks.
 4. Assemble the processes into a single document that can be passed along for viewing.
-

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Finance & Administrative Services Goal: 2

Program: Assessor's Office- Property Assessments

Objective:

Develop a procedure manual to identify and document assessment functions.

Action Steps:

1. Each staff member will identify the various assessment functions within their job description.
2. Document the steps taken for each function.
3. Review each process and seek more efficient and effective ways to accomplish their tasks.
4. Assemble the processes into a single document that can be shared by any member of the staff.
5. Continue to update the current work process calendar created by current staff and incorporate specific dates required by the Department of Revenue into it.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

City of Beloit Strategic Goals: 1

Finance & Administrative Department Goal(s): 1 & 2

Administer and protect City Resources

Program: Human Resources - Recruit and retain personnel.

Objective:

Formalize workforce planning efforts for City-wide consistency.

Output: Procedure or user's guide developed for department use in workforce planning efforts.

Outcome: 80% of departments have completed action plans to prepare for expected retirements over the next five years.

Action Steps:

1. Assess leadership commitment to workforce planning.
2. Research workforce planning efforts of other municipalities.
3. Create and introduce "user's guide" for departments/divisions use in forecasting workforce needs.
4. Analyze workforce needs to identify current and future gaps.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goal(s): #1

Finance & Administrative Department Goal(s): #4

Program: Human Resources - Staff Development and Training

Objective:

Improve communication among City departments and staff to increase effectiveness and efficiency of operations.

Output: 80% rating of training of good or better in communications.

Outcome: 20% increase of rating of good or better for communications.

Action Steps:

1. Create a communications committee to recommend methods and tools to increase effectiveness of communications.
2. Research communication methods/tools to increase effective delivery of messages.
3. Assess current perception of communications among City staff and departments.
4. Implement training on how to communicate effectively.
5. Re-assess perception of communication among City staff and departments.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

City of Beloit Council Goal: 1 & 4

City of Beloit Departmental Goal: 2

Program: Treasury – Maximize collection of delinquent debts owed to City

Objective:

Evaluate, monitor and pursue the collection of outstanding debts owed to City by effectively and efficiently utilizing every resource available to decrease debt and increase revenue.

Action Steps:

1. Consistently conduct a monthly review of all delinquent invoices and/or charges due to determine how and what measures to take in pursuit of collection.
2. Conduct a monthly review all South Beloit sewer utility accounts, determine status and forward all delinquencies to H. E. Stark to pursue collection.
3. Forward monthly South Beloit delinquent utility accounts to the South Beloit City Clerk to ensure that delinquencies are satisfied prior to property transferal and/or sale.
4. Issuance of monthly ageing report for invoices that are generated but remain unpaid are provided to Division and/or Department heads for their review. Information from them will be utilized to determine how staff will proceed with the outstanding charges: collectible, doubtful to collect and/or write offs balances.
5. Continue to collaborate with collection agencies (H.E. Stark and Associated Collectors) on accounts that have been flagged and forwarded to them for collection purposes. Many accounts are forwarded directly to TRIP (tax refund intercept program) by staff.
6. Continue to collaborate with the Townships and the South Beloit City Clerk to obtain current customer billing information to maintain the integrity of our utility customer database.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Council Goal: 1

City of Beloit Departmental Goal: 2

Program: Treasury - Improving Internal Cash Controls

Objective:

Randomly audit all City facilities that receipt and/or handle cash for compliance of the City of Beloit cash handling policy and to ensure that the proper internal controls are in place and are being adhered to.

Action Steps:

1. Conduct random audits at all City facilities to ensure compliance with City policies.
 2. Conduct periodic training and update cash handlers on any new internal procedures and/or cash handling practices.
 3. Continue to review the City's internal control framework to ensure that cash handling processes and procedures are providing the proper control environment.
 4. Continue to enforce compliance with the City's Cash Handling Policy.
 5. Keep City staff abreast of any counterfeit monies being circulated in the community.
 6. Advise City staff of any US Treasury changes in the US currency.
 7. Encourage solicitation from City staff on issues affecting them regarding cash handling and/or internal control processes.
-

Department: Finance & Administration

City of Beloit Council Goal: 1

City of Beloit Departmental Goal: 1 & 4

Program: Treasury – Provide Exceptional Customer Service

Objective:

Provide support and assistance to our customers to strengthen the City's relationship to ensure a positive experience through quality customer service delivery.

Action Steps:

1. Provide continuous training to City staff on how to deliver and improve their customer service skills.
2. Anticipate customer needs and expectations more accurately.
3. Increase customer education on changes in City and State policies/procedures and/or PSC regulations.
4. Explore other payment options for our customers.
5. Solicit ongoing customer feedback to ensure customer satisfaction.
6. Assisting customers with oral and written language barriers.
7. Retain courteous, knowledgeable and efficient staff by providing the necessary effective training tools to accomplish this task.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Departmental Goal: 2

Program: Accounting/Purchasing - Annual Audit and Financial Statements

Objective:

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

Action Steps:

1. Prepare all necessary documents by April 1, 2014. Complete 2013 audit by June 30, 2014.
2. Continue to work with the auditors to adhere to new regulations and reporting requirements.
3. Continue to participate in Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting Program for the Comprehensive Annual Financial Report.
4. Continue to examine and evaluate the City's internal control framework to ensure proper procedures are in place to safeguard the City's assets and provide assurance of the integrity of the accounting and financial reporting systems.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goal: 1

Departmental Goal: 1

Program: Accounting/Purchasing - Staff Development

Objective:

Increase knowledge and improve productivity of internal staff regarding policies and software applications to improve customer service and operational efficiency.

Action Steps:

1. Conduct MUNIS group-training sessions.
2. Conduct individualized MUNIS training sessions by department as requested.
3. Assist Human Resources regarding policy training.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administrative Services

City of Beloit Strategic Goals: 1&3

Department Goal: 2&3

Program: Finance Administration - Budget/CIP Preparation and Control

Objective:

Prepare the annual operating budget in accordance with Wisconsin State Statutes and guidelines established by the National Advisory Council on State and Local Government Budgeting ensuring that the budget document meets the necessary criteria to qualify for the Government Finance Officer's Distinguished Budget Presentation Award. Prepare the annual capital budget and the 5-year Capital Improvement Plan based on the City's need for infrastructure improvements and capital equipment to serve the community, meet service demands, support of economic development initiatives and promoting the City's environmental and sustainability objectives.

Action Steps:

1. Begin CIP process in April and complete by 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 the budget and CIP by the first Council meeting in October.
5. Schedule for Council consideration by first meeting in November.
6. Continue participation in the GFOA Distinguished Budget Presentation Award Program.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Department: Finance & Administration

City of Beloit Strategic Goals: 1&3

Department Goals: 2&3

Program: Finance Administration - Investments/Portfolio Management

Objective:

To maximize the City's return on invested funds by implementing investment strategies that offer the greatest rate of return at the lowest risk of principal. Realizing investment yields equal to or greater than the benchmarks established in the City's Investment Policy.

Action Steps:

1. Maximize City cash flows and implement investment strategies that increase investment return on surplus cash funds.
2. Work with broker dealers in a manner that insures the City receives the best available rate of return on the investment of its surplus cash funds.
3. At all times, make investment decisions predicated on preserving the principal balance of surplus cash funds.
4. All investment decisions will be made in accordance with the City's Investment Policy.

City of Beloit Strategic Goals: 1&3

Department Goal: 2

Program: Develop a Long Term Financial Plan

Objective:

To better prepare for the City's financial future develop a Long-Term Financial Plan. Long-term financial planning is becoming more essential for local governments due to the lingering effects of the recession and uncertainty of the future economy. A LTFP helps to identify future financial challenges and opportunities through financial forecasting and analysis with a goal of financial sustainability. The initial Plan would be limited to the City's general fund and would cover a five year forecast period.

Action Steps:

1. Develop a financial environment analysis for the general fund to assess economic trends and identify critical issues.
2. Develop revenue and expenditure forecasts for the five year planning period using trend data and known facts.
3. Develop a financial balance analysis to estimate future fund balances.
4. Identify future imbalances and develop strategies that maintain long-term structurally balanced budgets.
5. There should be some degree of collaboration and cooperation among finance, administration elected officials and the public in the development of a LTFP.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

City of Beloit Strategic Goal: 1

Department Goal: 2

Program: Information Technology - Security

Objective:

Improve security, disaster recovery, and emergency preparedness to continue safeguarding city assets and electronic records.

Action Steps:

1. Perform security reviews and identify vulnerabilities.
2. Create disaster plans and test recovery procedures.
3. Create redundancy with alternative solutions.
4. Establish an off-site data storage area.
5. Standardize asset disposal procedures to protect data.

City of Beloit Strategic Goal: 4

Department Goal: 5

Program: Information Technology - Cooperative

Objective:

Establish relationships with other entities to utilize resources efficiently and effectively and reduce duplicated efforts through cooperation and communication.

Action Steps:

1. Reach out to local and county technology departments.
2. Discuss projects, request input, and follow-up with outcomes.
3. Expand preferred vendor lists from recommendations of other local government entities.
4. Expand communication links to other government technology departments.

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

City of Beloit Strategic Goal: 1,5

Department Goal: 1,3

Program: Information Systems - Data Delivery Services

Objective:

Increase network stability and availability by revitalizing infrastructure to reduce recurring costs and improve customer service by providing faster access, larger bandwidth, and better reliability.

Action Steps:

1. Identify areas of failure and improve redundancy.
 2. Reduce wireless interference by providing licensed radio links.
 3. Remove and replace aging equipment.
 4. Expand the use of wireless transports for voice/data traffic.
 5. Consolidate and move network equipment to increase throughput.
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City of Beloit Strategic Goal: 1,5

Department Goal: 1,3,6

Program: Information Technology – Web Services

Objective:

Increase data communications internally and externally by improving customer service through continued development of the city's website and domain.

Action Steps:

1. Obtain and secure a new, more manageable city owned domain name.
2. Increase information and services to the public via our Internet web site 24/7/365.
3. Expand information and services to our residential, business, and external visitors.
4. Expand the City's intranet to help all employees in delivering better customer service.

CITY OF BELOIT

2014 STRATEGIC PLAN

Finance & Administrative Services Department

Department: Finance & Administration

City of Beloit Strategic Goals: 1 & 3

Department Goals: 2 & 3

Program: General Services - Buildings and Grounds

Objective:

Provide an aesthetic, clean, and safe environment at selected municipal buildings and overall improving the condition of select buildings.

Action Steps:

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

Objective:

Reduce the risk of personal injury and property loss to the City of Beloit employees, citizens and visitors by providing a safe working and living environment.

Action Steps:

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

Mission Statement:

We advocate and provide effective stewardship of City resources for individuals, businesses and agencies by enforcing regulatory compliance and delivering quality administrative services.

Objective:

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

Action Steps:

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