

2016
STRATEGIC PLAN
CITY OF BELOIT

2016 City of Beloit Strategic Plan

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September 8, 2015

City Council
City of Beloit
Beloit, Wisconsin

Dear City Councilors:

As we discussed in our planning session on June 22, 2015, a strategic planning document is essential to guide our organization, providing a clear roadmap and defining organizational priorities. Because the framework for the City of Beloit's Strategic Plan has been in place prior to many of the Councilors holding office and prior to my appointment, we have a unique opportunity over the course of the next year to reevaluate the City's vision, mission, values and goal areas.

In the interest of time, the 2016 recommended Strategic Plan is very similar to prior year plans. It is my intent to solicit the input of the Council along with Department Directors, Division Heads and other staff members to refresh our vision, mission and values and priority goals prior to submission of the recommended 2017 Strategic Plan.

The Departmental Strategic Plans and Objectives and Key Strategic Objectives for the City of Beloit for fiscal year 2016 are attached for your review and consideration. Historically, one of the first steps in the 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. It also provides the Council an opportunity to develop strategic objectives for staff implementation. Over the course of the next year, we will incorporate more opportunities for input into the initial draft document to ensure an accurate reflection of Council priorities.

This Strategic Plan Document consists of the following three sections:

- I. Introductory Section
- II. Adopted Vision/Mission Statements and Goals
- III. Departmental Strategic Plans for Fiscal Year 2016

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 to:

- identify issues and challenges
- encourage creativity and innovation
- ensure efficient use of resources
- develop greater degree of cooperation and collaboration
- define roles, responsibilities and accountability
- tie to budget program performance
- serve as the basis for funding requests and clarify 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 at the June 22nd Strategic Plan Workshop.

Departmental Strategic Plans for Fiscal Year 2016

Each department has prepared and submitted departmental strategic plan objectives for FY 2016. These are contained in Section III of the workbook. The most notable changes are in regard to the police department and the measurable goal areas that have been defined for 2016.

I look forward to working with you as we continue to improve upon our established practices. Please contact me if you have any questions.

Sincerely,



Lori S. Curtis Luther
City Manager

2016 STRATEGIC PLAN

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's mission is to serve the public with courtesy and respect. We celebrates ~~its~~ our proud heritage, diverse culture, entrepreneurial spirit and stewardship of a high quality of life; employing sustainable practices to continue our resurgence as the gem of the Rock River Valley.

DRAFT revision for future discussion:

Our mission as a City is to provide outstanding service to the community. We utilize modern, forward thinking initiatives, improving the health and safety of our community. Honoring our proud, diverse history we value inclusion and connectivity through a professional and empathetic approach to delivering public service. We strive to grow and evolve in a sustainable manner, while being fiscally responsible—encouraging an entrepreneurial spirit, life-long learning and a superior quality of life.

GOALS

1. As an eco-municipality, focus on the sustainable stewardship of City resources, services and infrastructure; to protect both our built and natural environment and enhance the quality of life for current and future generations.
2. Continue competitive and sustainable economic development focused on workforce development, 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. Collaborate with other jurisdictions and organizations to foster effective and efficient service delivery, reducing cost for taxpayers and stimulating regional prosperity.
5. Apply sound, sustainable practices to promote a high quality community through historic preservation, community revitalization, and successful new development.

2016 STRATEGIC PLAN

DEPARTMENT – CITY MANAGER

Department: City Manager

City of Beloit Strategic Goal: ALL

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

Objective:

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

Action Steps:

1. Direct involvement in the detailed evaluation of all submittals for both the operating and capital budgets.
2. Continue working with Department Directors, analyzing operations and administrative support systems to ensure efficiency and effectiveness.
3. Continue to provide support for elected officials, including development of detailed staff reports and research to assist Councilors with public policy decisions.
4. Continue working with Department Directors to search for all available revenues, including Federal and State grants to maximize resources available to support Municipal operations and infrastructure upgrades.
5. Continue participation in new employee orientations to personally meet all new employees and to reinforce the importance of the public trust and good customer relations.
6. Include the HR Director and IT Director in department head meetings, enhancing their routine exposure to all departments and seeking their input.

Department: City Manager

City of Beloit Strategic Goals: 3

New Program: Oversee implementation of recommendations from police department review and analysis, ensuring best practices are initiated and supported.

Objective:

The City Manager and Chief of Police must work collaboratively to create specific action steps that are yet to be developed and will rely upon the feedback of all members of the police department as well as the community as a whole.

Action Steps:

1. Engage in meaningful community outreach to build relationships and solicit feedback.
2. Work collaboratively with the Chief of Police to establish and communicate additional actions steps that will reduce crime, fear, and disorder in our community through a neighborhood-based, problem-oriented, intelligence-led approach.

Department: City Manager

City of Beloit Strategic Goals: 1, 2 & 5

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

Objective:

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

Action Steps:

1. Efforts will continue to market the Gateway Business Park and related parcels, including additional lands acquired by the city north of the actual park.
2. Continue to coordinate the planned development of the NorthStar Facility.
3. Business retention will continue to be a major goal of the City, working with local businesses to help them grow and expand their operations, while staying within the Greater Beloit Area.
4. Continue to work on office, business and residential development and redevelopment in the downtown City Center area.
5. Continue to support Hendricks Commercial Properties with their city center focused redevelopment.
6. Continue to work closely with the 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 bringing casino development to fruition

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. Work with the Nation as they finalize development plans and we jointly prepare grant applications and a Development Agreement to better coordinate both the on-site development and off-site infrastructure improvements needed to support this important project.
3. 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 Goals: 1 & 3

Program: Evaluate vacant Assistant to City Manager position and organizational public information functions

Objective:

Provide accurate, objective and timely information on services and events in the City of Beloit. We anticipate continuing with a revised publication of the Beloit Report and other media events on a consistent basis.

Action Steps

1. Evaluate whether or not there should be a bi-weekly Council report and a quarterly community report rather than a weekly report.
2. Write and post press releases, policies, meeting notices and minutes of City Council meetings on the City's website
3. Promote the City of Beloit via social media outlets.
4. Evaluate the effectiveness of these tools and explore other options.

Department: City Manager

City of Beloit Strategic Goals: 2 & 5

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

Objective:

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

Action Steps:

1. Continue the dialogue at the staff level that produced some positive past results particularly with Rock County, the City of Janesville and Townships.
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 reduction and daytime curfew compliance, and to support the districts new facilities remodeling and construction program.
5. Schedule joint meetings between the Council and the boards of surrounding jurisdictions, when appropriate.
6. Continue collaboration with local stakeholders and communication with the Wisconsin Department of Transportation that has evolved over the past several years as planning and design for the important Interstate Highway 39/90, I-43 Interchange improvement projects move toward construction.

2016 STRATEGIC PLAN

DEPARTMENT – 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.

2016 STRATEGIC PLAN DEPARTMENT – ECONOMIC DEVELOPMENT

Department: Economic Development

City of Beloit Strategic Goal: 2 & 4

Program: Continue small business customer service program.

Objective:

Enhance communication and service between the small business community and City staff.

Action Step:

1. Inter-departmental committee continues to engage and develop strategies and efficiencies.
2. Engage the business community via a business survey or focus group meeting to identify areas that need improvement.
3. Use input from business community to create a communication enhancement plan.
4. Create a business permitting check list.
5. Update permits, forms, processes, ordinances, etc. as required
6. Work to achieve goal of “one stop permitting”.
7. Develop online and/or electronic permitting capacity.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Business Retention

Objective:

Conduct Business Retention & Expansion (BRE) interviews. Constantly update master list of major employers and track BRE calls.

Action Step:

1. Conduct two calls each month in the Greater Beloit area.
2. Follow up on identified concerns and issues.

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).
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 any underperforming TID's.
-

Objective:

Manage, fund and promote Community Development Zone (CDZ) tax credit incentive program.

Objective:

Promote and administer Community Development Block Grant (CDBG) funded Revolving Loan Program

Action Steps:

1. Update brochure as needed.
 2. Accept and underwrite applications.
 3. Ensure CDBG compliance requirements.
-

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Collaboration

Objective:

Enhance communication between Vision Beloit partners. All Vision Beloit partners to coordinate activities, avoiding redundancies.

Action Steps:

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

Objective:

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

Action Steps:

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

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Business Attraction

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 facts, labor force data, etc.
 2. Continue to cross-train staff to respond to RFI's and information requests during the ED Director's absence.
 3. Coordinate RFI process with major ED partners.
 4. Continue to provide staff with the ability to make "in field decisions" on incentive packages.
-

Objective:

Promote Development in the Gateway project area. Number of acres sold, square footage developed, and jobs created.

Action Steps:

1. Continue to support and monitor Gateway infrastructure development.
 2. Continue in-house efforts to market Gateway property.
 3. Include Gateway options in all appropriate RFI's.
 4. Develop wetland management plan for southern Hexter-Long property.
 5. Package incentives according to policies and resources.
 6. Assisting with efforts to develop single and multi-family housing.
 7. Promote virtual buildings project.
 8. Promote the park's "Shovel Ready Certification".
 9. Develop a long range plan to expand the park.
-

Objective:

Continue to market remaining property in the Willowbrook Industrial Park. Number of acres sold, square footage developed and jobs created.

Action Steps:

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

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Marketing

Objective:

Continue a proactive countywide marketing campaign of the Gateway Business Park and the region via Rock County 5.0. Number of direct marketing activities involved in.

Action Steps:

1. Continue to use the comprehensive marketing campaign.
 2. Consider attend and participate in appropriate trade shows.
 3. Consider attend quarterly Chicago broker/site selector contact visits.
 4. Target market to targeted industry clusters.
 5. Encourage commercial brokers to participate in real estate commission Memo of Understanding (MOU).
 6. Utilize the services of the Vision Beloit Marketing Coordinator.
-

Objective:

Actively participate in the Greater Beloit Community Branding Project.

Action Steps:

1. Continue to implement plan.
 2. Measure results.
-

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Support Critical Infrastructure Projects

Objective:

Implement Milwaukee Road, Gateway, Fourth Street Corridor Projects. Initial projects budgeted in the CIP and implemented in 2015-2021.

Action Steps:

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

Objective:

Continue to advocate for the I-39/90 Reconstruction Project.

Department: Economic Development

City of Beloit Strategic Goal: 2

Program: Downtown Development

Objective:

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

Action Steps:

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

Objective:

Take advantage of opportunities created by 200 W. Grand and 100 E. Grand projects

Action Steps:

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

Objective:

Utilize CDBG Grant Funds; Upper Story Development and Storefront Improvement Program

Action Steps:

1. Identify properties in need of rehab.
 2. Match needs of property owners.
 3. Coordinate projects to maximize funds.
-

Objective:

Advocate for Bike/Pedestrian Bridge at Center Spine Road

Action Steps:

1. Continue to monitor Department of Natural Resources (DNR) Grant Application.
-

Objective:

Proactively Market the River Bend Site.

Action Steps:

1. Assemble list of potential developers.
2. Prepare RFP document and release.
3. Review submittals.
4. Select developer and negotiate Development Agreement.

2016 STRATEGIC PLAN

DEPARTMENT – FINANCE & ADMINISTRATIVE SERVICES

City Clerk

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk – Elections

Objective:

Successfully administer four elections in 2016 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 maintain safety and good public relations in schools used as polling places.
8. Within 30 days of each election, prepare voter reports by ward and an election cost analysis to be submitted to the Government Accountability Board (G.A.B.).
9. Conduct numerous voter registration training sessions for Special Registration Deputies.
10. Prepare information packets for those interested in running for City Council and act as a resource for interpretation of state election laws and procedures.
11. Review nomination papers of candidates, certify ballot status, and assist candidates with proper filing requirements and obligations.
12. Successfully communicate with the public and assist wherever possible with the implementation of Voter ID using tools and campaigns prepared by the G.A.B.
13. Continued training for staff, election officials, and the public to support ongoing implementation of new election equipment launched in April 2015.
14. Advocate and communicate matters of voter registration and participation in the election process for all citizens of Beloit through utilization of year-round voter registration, enhanced media strategies and strong partnerships with schools and other community agencies.

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk – Board of Review

Objective:

Successfully coordinate the 2016 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 2016 Board of Review Procedural documents, including resources and forms for citizens who request to file an appeal.
 4. Create, publish and post all required notices.
 5. Find training opportunities for Board members and file affidavits of training with the Department of Revenue.
 6. Staff and record the hearings; prepare minutes, Notices of Determination, and final documents.
 7. Mail Notices of Determination and file all documents as required by law.
-

City of Beloit Strategic Goals: 1 & 3

Program: City Clerk – Public Information & Record Keeping

Objective:

Protect and maintain official City records and act as a source for public information. As the City's gateway to open government, provide professional, accurate and courteous service to the public and other partner agencies.

Action Steps:

1. Answer main and secondary phone lines into City Hall and provide requested information.
2. Publish City's Official Information Directory once in 2016.
3. Provide support for the City's Volunteer Greeter Program.
4. Prepare, administer and file 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, 2016.
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 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. Research agenda management software options.

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.
13. Continually explore ways to utilize new technology in the licensing and public service areas within the office to reduce costs of paper and postage as well as promoting online access to records.

2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
Municipal Court

City of Beloit Strategic Goal: 1

Program: Court - Fair and Reliable Adjudication of Cases

Objective:

To process cases according to announced time standards, comply with schedules, pay individual attention to cases, make clear decisions, and maintain institutional integrity.

Action Steps:

1. Conduct systematic reviews of court notices and communications to ensure that the information presented is correct, clear, and understandable.
2. Identify and implement process improvements that will allow the court to continue to respond to increased case filings and activity with current staff.
3. Communication regularly with the Municipal Court Judge and reserve/substitute judges regarding court policies and procedures.
4. Conduct periodic reviews of general sentencing criteria and procedures to ensure appropriateness for defendant population, prosecutorial and law enforcement conditions, and jail facilities.
5. Build on existing relationships and information sharing with Rock County municipal courts regarding policies, procedures, and updates in legislation and case law.
6. Review 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.

City of Beloit Strategic Goal: 1

Program: Court - Accessibility to the Public

Objective:

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

Action Steps:

1. Review 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 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 telephone pre-trials and filings, dissemination of notices via fax and/or e-mail, etc.
 5. Utilize alternate payment options including the use of e-payment systems and credit card payments.
-

City of Beloit Strategic Goal: 1

Program: Court - Promote Compliance 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. Review 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. Review 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. Utilize non-traditional collection alternatives such as tax intercept program, suspension of driving privileges, wage assignment, and commitments.

City of Beloit Strategic Goal: 1

Program: Court - Enhanced Public Safety

Objective:

To use its sentencing powers to set into motion conditions that would make defendants more likely to change their legally unacceptable behavior.

Action Steps:

1. Use 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.

2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
City Assessor

City of Beloit Strategic Goal: 4

Program: Assessor–Database Enhancements

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. Update property data in the Computer Assisted Mass Appraisal (CAMA) database.
 2. 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.
 5. Update CAMA (Computer Assisted Mass Appraisal) software.
-

City of Beloit Strategic Goal: 1

Program: Assessor-Improve Customer Service

Objective:

Improve customer service by strengthening public relations and providing information to 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. Meet Department of Revenue (DOR) guidelines and deadlines.
-

City of Beloit Strategic Goal: 1

Program: Assessor-Develop Procedure Manual

Objective:

Develop a procedure manual to identify and document assessment functions in relation to preparing for a Revaluation.

Action Steps:

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

2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
Human Resources

City of Beloit Strategic Goals: #1

Program: Human Resources – Talent Acquisition and Retention

Objective:

Recruit a diverse workforce and provide competent workforce to meet the needs of the organization.

Action Steps:

1. Develop an aggressive recruitment strategy for each division.
2. Analyze days-to-fill data for each division. Decrease overall days-to-fill by 20%
3. Collaborate with management to develop a strategic approach to alleviate the strain on productivity levels caused by current vacancies.
4. Increase advertisement of each vacancy utilizing industry web-based job boards by 30%.
5. Analyze and develop a comprehensive new seasonal employee on-boarding program.
6. Review and validate all testing and matrixes used for hiring.

Objective:

Develop and maintain talent pipeline for organization success. (Succession Planning)

Action Steps:

1. Identify potential vacancies that may occur in the next three (3) years due to retirement.
 2. Identify talent pipeline capability for pre-identifying and pre-assessing top prospects for key positions vacant due to retirement.
 3. Collaborate with management to identify training opportunities to increase top prospects competencies.
-

City of Beloit Strategic Goals: #1

Program: Human Resources – Labor Relations

Objective:

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

Action Steps:

1. Establish strategic goals and priorities that safeguard City resources consistent with City policies; maintain maximum managerial flexibility; and strengthen the collaborative working relationships with labor representatives.
 2. Review grievances by bargaining units and/or divisions to identify patterns or concerns that may be addressed through negotiation or collaboration with managers, supervisors and labor representatives.
-

City of Beloit Strategic Goals: #1

Program: Human Resources - Compensation and Benefits Administration

Objective:

Develop and maintain a comprehensive and fiscally responsible benefit program.

Action Steps:

1. Develop a steering committee to make cost saving recommendations for the current health plan while continuing to provide a competitive benefit program to City employees.
 2. Review claims data for trends and identify areas to enrich benefit plan offering while reducing cost by 5%.
 3. Review contractual language to ensure compliance with the ever changing market place.
 4. Engage employees and retirees to increase participation in cost-saving programs and initiatives.
 5. Review claims data for trends and identify areas to address or target to promote wellness initiatives.
 6. Engage Working on Wellness (WOW) committee for wellness initiatives and increase sponsored activities by 50%.
 7. Develop and implement a benefit fair that will include biometric screenings, health risk assessment and bone density checks.
-

Objective:

Develop and maintain a strategic compensation plan in order to compete in the market for qualified individuals and to reward top performing employees.

Action Steps:

1. Participate in at least two (2) industry salary surveys to determine market based practices.
 2. Review current on-boarding vacation and sick time practices and evaluate cost.
 3. Update 25% of current job descriptions.
 4. Analyze current performance reward program.
 5. Develop and distribute compensation and benefit statement to all full time employees to communicate the City's total rewards package.
-

City of Beloit Strategic Goals: #1

Program: Human Resources - Employee Relations

Objective:

Build an environment of employee engagement, empowerment and involvement.

Action Steps:

1. Develop and implement an Employee Activities Committee in order to increase employee engagement.
2. Review and update 30% of current policies.
3. Develop and implement three (3) staff training programs.
4. Redesign new employee orientation and onboarding process.
5. Recruit and onboard a Human Resource Coordinator position.
6. Develop and implement employee engagement survey.

2016 STRATEGIC PLAN

DEPARTMENT – FINANCE & ADMINISTRATIVE SERVICES

Treasury

City of Beloit Council Goal: 1 & 4

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 debts and increase cash flow.

Action Steps:

1. Conduct a monthly review of all delinquent invoices and/or charges due to determine how and what mechanisms to utilize in pursuit of collection.
2. Conduct a monthly review of all South Beloit sewer utility accounts 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 the property being transferred and/or sold.
4. Issue monthly report to Division and/or Department heads for their review. Upon completion of the review, the information obtained will be utilized to determine how staff will proceed with the outstanding charges: collectible, doubtful to collect and/or write offs balances.
5. Collaborate with collection agencies (H.E. Stark and Associated Collectors) and use TRIP (tax refund intercept program).
6. 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.

City of Beloit Council Goal: 1

Program: Treasury - Improving Internal Cash Controls

Objective:

Audit all City facilities that handle cash 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.
2. Conduct periodic training and update cash handlers on any new internal procedures and/or cash handling practices.
3. Review the City's internal control framework to ensure that cash handling processes and procedures are providing the proper control environment.
4. Keep City staff abreast of any counterfeit monies being circulated in the community.
5. Advise City staff of any US Treasury changes in the US currency.
6. Encourage solicitation from City staff on issues affecting them regarding cash handling and/or internal control processes.

City of Beloit Council Goal: 1

Program: Treasury —Improve Customer Service

Objective:

Strengthen the City’s relationship with our customers by providing support and assistance while ensuring a positive experience through quality customer service delivery.

Action Steps:

1. Provide continuous training to 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 to City and State policies/procedures and/or Public Service Commission (PSC) regulations.
 4. Solicit ongoing customer feedback to ensure customer satisfaction.
 5. Assisting customers with oral and written language barriers.
 6. Provide necessary tools to retain courteous, knowledgeable, and efficient staff.
-

City of Beloit Council Goal: 1

Program: Treasury – Continued Promotion of the Technological Advances in Utility Statement Delivery (e-Statements) and Bill Payment Options

Objective:

Reduce City’s monthly expenses to produce utility statements and increase cash flow by offering a variety of payment options.

Action Steps:

1. Encourage enrollment of e-statements by distributing the information to our walk-in customers.
2. Promote enrollment of e-statements by informing customers of the benefits, such as, being able to enhance security by eliminating your personal information from unsecured mailboxes.
3. Encourage on line bill payment via the Beloit Citizen Portal which is conveniently available 24x7 and secure. Customers have complete control by specifying which utility bill gets paid and can designate how much is being paid on each bill.
4. Promote enrollment in the ACH (Automatic Clearing House) monthly program.
5. Encourage use of electronic checks with your Financial Institution.
6. Inform customers of their ability to utilize the call in method of paying their utility bills with a debit and/or credit card.

2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
Accounting/Purchasing

City of Beloit Strategic Goal: 1

Program: Accounting/Purchasing - Annual Audit and Financial Statements

Objective:

Facilitate an accurate and timely year end financial audit for City operations, Utilities, Single Audit, TIF's and BID (Business Improvement District), as well as prepare the annual financial report in conformance with the Government Finance Officer's Association (GFOA) and the Governmental Accounting Standards Board (GASB).

Action Steps:

1. Prepare all necessary documents by April 1, 2016. Complete 2015 audit by June 30, 2016.
2. Work with the auditors to adhere to new regulations and reporting requirements.
3. Participate in Government Finance Officer's Association Certificate of Achievement for Excellence in Financial Reporting Program for the Comprehensive Annual Financial Report.
4. 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.

City of Beloit Strategic Goal: 1

Program: Accounting/Purchasing - Staff Development

Objective:

Increase knowledge and improve productivity of staff.

Action Steps:

1. Conduct MUNIS training sessions for other departments in both accounts payable processing and payroll.
2. Conduct policy training for departments in regards to purchasing and accounts payable.

City of Beloit Strategic Goal: 1

Program: Accounting/Purchasing – Purchasing Card

Objective:

Increase the use of departmental purchasing cards to improve operational efficiency and increase cash rebate.

Action Steps:

1. Review vendor payments currently processed by issuing a check for possible conversion to the purchasing card payment process.
2. Attend annual user conference for the Wisconsin Public Sector Consortium.

2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
Information Systems

City of Beloit Strategic Goal: 1

Program: Information Technology - Security

Objective:

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

Action Steps:

1. Widen security reviews and identify vulnerabilities.
 2. Refine disaster plans and test recovery procedures.
 3. Expand redundancy through hardware upgrades.
 4. Refine off-site backup procedures and encryption.
 5. Refine asset disposal procedures to protect data.
-

City of Beloit Strategic Goal: 4

Program: Information Technology –Intergovernmental Cooperation/Collaboration

Objective:

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

Action Steps:

1. Expand communication with local, county, state and multi-state technology departments.
 2. Discuss projects, request input, and follow-up with outcomes.
 3. Refine preferred vendor lists from recommendations of other local government entities.
 4. Refine data/communication links to other government technology departments.
 5. Expand cooperative with school district, ISP providers, and vendors.
-

City of Beloit Strategic Goal: 1, 5

Program: Information Systems - Data Delivery Services

Objective:

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

Action Steps:

1. Reduce areas of failure and improve redundancy by replacing fatigued hardware.
 2. Reduce wireless interference by providing licensed radio links, or change to cable.
 3. Expand remote capabilities by adding a mix of wireless, cable and fiber connections.
 4. Expand the use of wireless transports for voice/data traffic.
 5. Consolidate and move network equipment to increase throughput and reduce energy.
 6. Continue building fiber optic connectivity plan.
-

City of Beloit Strategic Goal: 1, 5

Program: Information Technology – Web Services

Objective:

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

Action Steps:

1. Finalize changes to city owned domain name.
2. Increase information and services to the public via our Internet web site 24/7/365.
3. Expand information and services to our residential, business, and external visitors.
4. Expand the City's and IT Department intranet to help all employees in delivering better/faster customer service.
5. Add citizen friendly tools to facilitate and expedite work requests and strengthen community relationships.

2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
Finance

City of Beloit Strategic Goals: 1&3

Program: Finance Administration - Budget/CIP Preparation and Control

Objective:

Prepare the annual operating and CIP budgets in accordance with Wisconsin State Statutes while also meeting the necessary criteria to qualify for the Government Finance Officer's Distinguished Budget Presentation Award.

Action Steps:

1. Begin CIP process in April.
2. Begin budget process in May.
3. Conduct pre-budget meeting with Council 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. Participate in the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program.

City of Beloit Strategic Goals: 1&3

Program: Finance Administration - Investments/Portfolio Management

Objective:

To increase the City's return on invested funds by implementing investment strategies that offer the greatest rate of return at the lowest risk of principal.

Action Steps:

1. Maximize cash flows and implement investment strategies that increase investment return on surplus funds.
 2. Work with broker dealers in a manner that insures the City receives the best available rate of return.
 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

Program: Finance Administration – Increase/Maintain Bond Ratings

Objective:

To increase or maintain current bond ratings for both general obligation and utility debt.

Action Steps:

1. Prepare Combined Annual Financial Report (CAFR) timely and in accordance with standards to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting.
2. Prepare capital improvement plans that address short term (1 year) and long term (5 years) needs.
3. Develop a long term financial plan (5 years) using trend data and known factors.
4. Maintain a general fund balance that meets or exceeds the fund balance policy of 15% of revenues or 3 months of general fund expenditures, whichever is greater.
5. Demonstrate flexible management practices by adjusting long term financial plans and budgets to coincide with current or changing economic conditions.
6. Achieve financial success by meeting or exceeding adopted budgets.

***2016 STRATEGIC PLAN
DEPARTMENT – FINANCE &
ADMINISTRATIVE SERVICES
City Hall & Risk Management***

City of Beloit Strategic Goals: 1 & 3

Program: General Services - Buildings and Grounds

Objective:

Maintain or improve the condition of municipal buildings as well as providing a safe and clear environment.

Action Steps:

1. Inspect facilities.
 2. Repair problems timely.
 3. Replace sidewalk slabs in front of City Hall entrance
-

City of Beloit Strategic Goals: 1 & 3

Program: General Services – Risk Management

Objective:

Reduce the risk of property loss and personal injury to employees and citizens as well as minimize the exposure to the city resulting from claims of damage, injury, and liability.

Action Steps:

1. Routinely inspect facilities and property.
 2. Institute repairs immediately.
 3. Safety and liability training for all employees.
 4. Maintain relationship with CVMIC to assist with claim management and training opportunities.
-

2016 STRATEGIC PLAN ***DEPARTMENT – LIBRARY***

Mission Statement

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

Vision Statement

Connecting our community to the world of ideas where learning never ends.

Beloit Public Library

“Making a great city even greater”

The Board of Trustees of the Beloit Public Library (BPL) has adopted this One-Year Strategic Plan to guide the library over the next twelve months. It is designed to focus the energies and resources of the library on three key areas, yet provide flexibility for staff to pursue excellence and innovation as they arise. By focusing on the current and emerging needs of the community, the Board of Trustees aims to place the Beloit Public Library among the top libraries in Wisconsin—and the nation.

Focus Areas

The three focus areas are Literacy, Jobs & Careers, and Quality of Life. The Board of Trustees believe that these are the most important to the City of Beloit itself. By focusing on these, BPL will be at the forefront of offering vital educational and economic opportunities as well as providing high-quality facilities of which all residents can be proud. Excellence in all three areas will also broadcast to potential residents and employers that Beloit is a community that takes 21st Century skills and knowledge—and growth through self-improvement—seriously. It says that Beloit is a city of the future.

Actions

Each of these three broad focus areas will be supported by multiple actions: classes, programs, outreach, events, etc. These will take place within the library and without; independently and in partnership with other organizations. Which actions are pursued at any given time will depend on the determination and entrepreneurial vision of the library’s staff. To that end, the strategic plan is purposely constructed to allow the library to be nimble in its operations—in order to achieve its goals.

Some examples of actions in the three focus areas are:

- **Literacy:** Without the ability to read, it is difficult to learn and even more difficult to graduate. BPL’s literacy efforts include numerous year-round early-literacy classes and the Summer Library Club to prevent “summer slide” between school years. It will be looking to increase its computer-literacy offerings as well as English Language Learner (ELL) programming. BPL will also be looking to STEM outcomes to inform its spaces (e.g., creating a Makerspaces Lab) and classes.

- ***Jobs & Careers:*** Limited educational experience and economic turbulence are two barriers for those seeking employment or career advancement. BPL currently provides resume-building classes, job-searching resources and instruction, and proctoring for those enrolled in traditional and online education programs. It will expand its offerings to address eGovernment, social media, and security and privacy issues. Our technological world is growing increasingly complex and Beloit residents are looking for help. They will find it at BPL.
- ***Quality of Life:*** The economic health of a city, like that of an individual business, is determined by how attractive it is to customers. BPL will provide high-quality spaces and experiences that evolve to meet the needs of all residents today and tomorrow. In particular, BPL will be exploring ways to provide a greater variety of public meeting spaces for an even broader range of purposes.

Measures BPL will monitor the success of its actions. Success will be determined by the way each action affects four specific measures: visits; program attendance; public internet use; and circulation. These four have been selected because all public libraries report them annually. Moreover, the library community uses them for national comparative purposes. And BPL aims to be a national leader.

2016 STRATEGIC PLAN DEPARTMENT – POLICE

2016 Strategic Goals:

1. Reduction of crime, fear, & disorder in our community through a neighborhood-based, problem-oriented, intelligence-led approach.
2. Enhance leadership through recruitment, retention, and career development programs that increase motivation, satisfaction, and performance of our personnel while addressing community expectations.
3. Strengthen community relations via proactive, sustained engagement, while establishing and maintaining community trust and legitimacy.
4. Transition the department into modern-day policing practices through the use of technology, intelligence, and innovation.
5. Collaborate with our criminal justice partners, city departments, and community members to create efficiencies and an effective force multiplier.
6. Prudent stewardship and application of our city budgetary funds, while effectively scanning for and acquiring grants to enhance capacity and create partnerships.

2016 STRATEGIC PLAN

DEPARTMENT – POLICE

Police Administration

Police Department Strategic Goal: 1, 2, 4 & 6

Division: Administration

City of Beloit Goal: 3

Program: Police Department Staff

Objective:

Ensure that the department is staffed sufficiently within each rank and responsibility to adequately achieve organizational strategic goals.

Action Steps:

1. Assess and review each rank in terms responsibility, capacity, necessity, and overall organizational effectiveness.
 2. Reallocate existing positions to address the needs of a modern law enforcement organization, such as a crime analyst, public relations officer, and investigative supervisor.
 3. Provide—to all members—statutorily required training and updates, leadership training, and training necessary to achieve organizational goals.
 4. Create an Assessment and Recruitment Team (ART) to assess, evaluate, and make recommendations regarding the departments recruitment platform, enhance diversity, and involve community members in the process.
 5. Establish oversight and accountability for the expenditure of discretionary fiscal resources.
 6. Seek out grants, such as the Community Oriented Policing Services (COPS) grant in 2016, to support the addition of needed positions unattainable in the operational budget.
-

Police Department Strategic Goal: 3, 4 & 5

Division: Administration

City of Beloit Strategic Goals: 1 & 3

Program: Community Engagement & Transparency

Objective:

Create and maintain an environment of trust and legitimacy with our community through proactive, honest, and transparent communications.

Action Steps:

1. Establish a comprehensive social media platform to both keep the community informed and act as a force multiplier for solving crimes, locating missing persons, etc.
 2. Work collaboratively with community members to grow the number of neighborhood associations, block watches, and business associations and then establish regular meetings—both formal and informal—to sustain open communications and information sharing.
 3. Identify critical community contacts to act as liaisons to larger community groups when messaging critical or sensitive information or incidents.
 4. Involve community members in recruitment efforts.
 5. Empower a Vision, Mission, Values and Communication Team (VMVCT) to create a vision, mission, & values statement that commits to community policing and values-based decision making at all levels of the department, while ensuring open communication with our partners.
-

2016 STRATEGIC PLAN

DEPARTMENT – POLICE

Patrol Division

Police Department Strategic Goals: ALL

Division: Patrol

City of Beloit Strategic Goals: 1 & 3

Program: Community Policing

Objective:

In collaboration with our community, reduce the presence of crime, fear, & disorder in our neighborhoods and utilize innovative problem-oriented approaches to solve issues based on intelligence gleaned from the public and real-time data.

Action Steps:

1. Enhance officer knowledge of community policing and problem-oriented practices through training.
 2. Embed the tenets of procedural justice and legitimacy within the patrol force for both internal and external application.
 3. Expand the application of crisis intervention techniques, de-escalation tactics, and strategies for dealing with persons suffering from mental health issues.
 4. Expand community engagement within each beat by requiring attendance at community meetings and intermittent beat patrol.
 5. Identify and eliminate response to calls for service that are counterproductive, and thereby create unobligated time for community policing activities.
 6. Expand relationships with community organizations that mentor youth.
 7. Partner with other local, state, and federal partners to achieve organizational goals.
 8. Utilize crime analysis and human intelligence to identify patterns of crime, suspects, victims, and locations in order to place officers where they can be most effective.
 9. Grow and sustain a robust recruitment, retention, promotion, and career development plan centered on community policing & leadership principles.
 10. Ensure oversight and accountability of budgetary expenditures and that the use of those funds is in furtherance of a community policing need and organizational goal.
-

2016 STRATEGIC PLAN

DEPARTMENT – POLICE

Special Operations Division

Police Department Strategic Goals: ALL

Division: Special Operations

City of Beloit Strategic Goals: 1 & 3

Program: Investigations

Objective:

In collaboration with our community, reduce the presence of crime, fear, & disorder in our neighborhoods by utilizing critical thinking, interview & interrogation skills, technology and intelligence, and other investigative best practices to investigate and solve felony and child related crimes; conduct drug and gang investigations; and participate in taskforce operations.

Action Steps:

1. Establish a modern investigative case management and follow up system.
 2. Provide investigators with relevant interrogation, legal updates, & specialty training (sexual assault, human trafficking, evidence collection, etc.).
 3. Provide—to all members—statutorily required training and updates, leadership training, and training necessary to achieve organizational goals.
 4. Reallocate an existing position to create an investigative supervisor position.
 5. Utilize crime analysis and human intelligence to identify patterns of crime, suspects, victims, and locations in order to solve felony and child related crimes.
 6. Create a drug house and nuisance abatement form to better assess, vet, and assign for appropriate action by drug & gang or beat officers.
 7. Utilize available technology (cell-tracking, National Integrated Ballistics Information Network (NIBIN), DNA) to link crimes, as well as locate suspects from new offenses, wanted fugitives, and absconders.
 8. Expand community engagement by requiring intermittent attendance at community meetings.
 9. Expand information & intelligence sharing across the department and with local, state, and federal partners, as well as family and children service providers.
 10. Grow and sustain a robust recruitment, retention, promotion, and career development plan centered on community policing, investigative best-practices, & leadership principles.
 11. Ensure oversight and accountability of budgetary expenditures and that the use of those funds is in furtherance of a community policing need and organizational goal.
 12. Review and rewrite the evidence storage policy and ensure evidence integrity.
-

2016 STRATEGIC PLAN

DEPARTMENT – POLICE

Administrative Division

Division: Administrative

City of Beloit Strategic Goals: 1 & 3

Objective:

In collaboration with our community, reduce the presence of crime, fear, & disorder in our neighborhoods by ensuring all department members and specialty teams (Special Weapons and Tactics Team (SWAT), Evidence Technicians, Community Service Officers, etc.) are properly equipped, trained, and resourced. Ensure oversight and accountability of all internal investigations, fleet operations, training requirements, operational budget and grant awards.

Action steps:

1. Perform a complete review and provide recommendations to amend departmental policies related to internal investigations, discipline, and use of force review.
2. Ensure all members are in compliance with departmental general orders and statutory requirements relative to training, instructor certification, and specialty certifications.
3. Review and revamp the departments training platform to diminish the use of overtime for training purposes and expand cross-training of personnel.
4. Seek out opportunities to host training locally or in-house to better utilize budgetary training dollars.
5. Ensure all departmental equipment is on an appropriate replacement schedule and budgeted for on an annual basis.
6. Expand training to include crisis intervention techniques, de-escalation tactics, and strategies for dealing with persons suffering from mental health issues.
7. Ensure oversight and accountability of budgetary expenditures and that the use of those funds is in furtherance of a community policing need and organizational goal.
8. Update existing documents regarding facility needs for the department.
9. Grow and sustain a robust recruitment, retention, promotion, and career development plan centered on community policing & leadership principles.
10. Seek out grant opportunities that will support community policing and organizational goals.

2016 STRATEGIC PLAN DEPARTMENT – POLICE Support Services Division

Division: Support Services

City of Beloit Strategic Goals: 1 & 3

Objective:

In collaboration with our community, reduce the presence of crime, fear, & disorder in our neighborhoods by providing departmental personnel with accurate, real-time data to support field operations; report transcription and retention; maintenance and upgrading of the records management system; and accreditation requirements.

Action steps:

1. Perform a complete review and provide recommendations to enhance the analytical capacity and intelligence sharing potential of the departmental Record Management System (RMS).
 2. Ensure all departmental databases are current and supported versions.
 3. Ensure compliance with all Criminal Justice Information Services (CJIS) and Transaction Information for the Management of Enforcement (TIME) system requirements.
 4. Ensure departmental policies are reviewed, updated, and electronically available to all personnel through accreditation or other best practices.
 5. Perform a complete review of all job tasks, identify technological and personnel efficiencies, and adjust positions accordingly.
 6. Provide—to all members—statutory or vendor required training and updates, leadership training, and training necessary to achieve organizational goals.
 7. Develop an intelligence-led approach to crime analysis and incorporate into field operations.
 8. Ensure oversight and accountability of budgetary expenditures and that the use of those funds is in furtherance of a community policing need and organizational goal.
 9. Grow and sustain a robust recruitment, retention, promotion, and career development plan centered on community policing & leadership principles.
-

2016 STRATEGIC PLAN

DEPARTMENT – FIRE

Fire Administration

Division: Administration

City of Beloit Goal: 1 & 3

Program: Fire Department Staffing

Objective:

Implement a multifaceted approach to increase general fund appropriations to absorb Staffing for Adequate Fire & Emergency Response (SAFER) grant funded positions by July 7, 2016.

Action Steps:

1. Re-apply for SAFER Grant by 5/1/2016, if necessary..
 2. Adopt a program enhancement for the 2016 general fund appropriations to increase funding for 1 FTE for 50% funding to absorb the veteran position in the SAFER Grant Funding for the rest of the 2016 calendar year. This will solidify 15 person minimum complement.
 3. Adopt a program enhancement for the 2017 general fund appropriations to increase funding for 3 FTE in 2017 to fund the remainder of the year for SAFER Grant Positions.
 4. Adopt a program enhancement for the 2017 general fund appropriations to increase funding for 3 FTE for 100% funding in 2018 to completely absorb and fund the SAFER Grant positions.
-

Division: Administration
City of Beloit Strategic Goals: 1 & 3
Program: Public Relations & Community Awareness

Objective:

Conduct a joint labor/management public relations campaign to promote an informed constituency of our all hazards emergency preparedness and response capacity and community need.

Action Steps:

1. By March 31, 2016 create and produce TV, radio, media campaign with a third party multi-media firm specializing in public safety education.
2. By February 15, 2016 develop print materials that identify and compare the difference in the workload, safety, and outcome between using 15, 16, and 17 personnel on the initial alarm of a fire incident.
3. By April 1, 2016 identify, develop, and produce a public canned speaking presentation on all hazards community risk within the City of Beloit.
4. By May 1, 2016 develop and produce canned public speaking presentations that focus on “What is an Emergency” and “When to Call”.
5. By May 1, 2016 develop and produce a canned public speaking fire safety presentation on “New Fire Behavior” focusing on the concepts of fire flow dynamics.
6. By June 1, 2016 develop and produce a canned public awareness presentation on all non-emergency functions and responsibilities of the fire department.
7. Promote and schedule public speaking engagements with area civic groups educating the public about fire and paramedic services completing at one public speaking engagement per month in 2016.
8. Utilizing Department Public Information Officers promptly report department activities both emergency and non-emergency to increase awareness of community through common media outlets.

Division: Administration
City of Beloit Goal: 1 & 3
Program: Succession Planning & Leadership Development

Objective:

Develop and implement a formal mentorship program to prepare employees for ascension to leadership in an effort to preserve organizational memory, grow our most valuable resource to maximum potential, and facilitate smooth transition of leadership when change occurs.

Action Steps:

1. Create a mentoring committee by January 1, 2015.
2. Review and revise all job descriptions in the department by July 1, 2015
3. Develop and create a program that produces a formal documented mentoring process for each job description in the fire department December 31, 2015
4. Conduct training on mentoring for the entire department by January 31, 2016
5. Conduct mock mentoring interactions through the First Quarter of 2016.
6. Evaluate final mentoring products across the organization by March 31, 2016.
7. Utilize mentoring products as they are developed for promotions or appointments that occur in the interim.

Division: Administration
City of Beloit Strategic Goals: 1 & 3
Program: Emergency Management

Objective:

Transition the city emergency management function from General Services to the Fire Department improving the function and community preparedness and resiliency from natural and manmade disasters.

Action Steps:

1. Complete reorganization of the emergency management functions through a repeal and recreate of Beloit Code of General Ordinance Chapter 1.10 by January, 15, 2016.
 2. Develop and adopt a emergency management budget that includes incremental increases of funding for emergency planning, employee training, functional, emergency management job aids, and full scale exercises over the next three fiscal years.
 3. Complete an employee readiness program that identifies training needs, encourages personal preparedness strategies, and defines each employees critical role in emergency management by December 31, 2016.
 4. Increase employee awareness on the prevention of acts of crime and terrorism, See Something, Say Something campaign by December 31, 2016.
 5. Complete revision of the Emergency Management Plan by January 15, 2016.
 6. Host three emergency management classes to fulfill training needs by December 31, 2016.
-

Division: Administration
City of Beloit Goal: 1 & 3
Program: Organizational Communications

Objective:

Improve communications throughout organization that facilitate growth of trust and the development of servant leadership.

Action Steps:

1. Internal Communications-
 - A. Schedule monthly meetings adjacent to department training with the Chief for open round table discussions.
 - B. The Chief will attend regular coffee table discussions with line personnel at the stations.
 - C. Annually quarterly staff meetings with the Captains.
 - D. By March 1, 2016 conduct annual department expectations training.
2. External Communications-
 - A. By March 31, 2016 increase attendance of line personnel to City Council and Police & Fire Commission (PFC) Meetings.

2016 STRATEGIC PLAN

DEPARTMENT – FIRE

Fire Inspection & Prevention

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 2016 fire prevention plan by December 2015.
 2. Provide public education personnel with the resource required to meet Performance Measure by June 2016.
 3. Complete and assign public education service announcement plan by January 2016.
-

Objective:

Develop a comprehensive public education program that will better utilize current technological resources and social media sites in an effort to provide fire prevention education to a wider range of the Beloit population.

Action steps:

1. By January 31, 2016 develop a schedule of open houses for the department that will be aimed at providing educational information to the general public. The information presented can be related to Emergency Medical Staff (EMS) operations, fire pit use and burning regulations within the city, smoke/CO alarm maintenance, water safety, hydrant clearing in the winter, and fireworks use.
 2. Beginning January 31, 2016 develop a fire prevention presentation that will be presented to various organizations, clubs, and service groups aimed specifically at fire prevention for adults in the community.
 3. By October 1, 2016 develop a plan to improve the fire department's web site so that it is current and up to date. A section on frequently asked questions related to burning regulations, fire pit use as well as other questions should be included in this web site update.
-

Division: Fire Prevention

City of Beloit Goal: 1 & 3

Program: Fire Origin and Cause Investigation

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

Action steps:

1. Train all fire officers to the International Association of Arson Investigators (IAAI)- Fire Investigation Technician level by April 1, 2016.
2. Increase fire investigation personnel from 3 to 6 by June 1, 2016.
3. Develop and implement a strategic training plan to bring fire investigators to the IAAI Certified Fire Investigator level by February 1, 2016.
4. Provide monthly fire investigation training for all fire department personnel by 12/31/2015.
5. Develop an education assessment program for existing fire investigators to identify training needs February 1, 2016.

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

Action steps:

1. Develop and coordinate partnerships between public safety agencies within Rock County to establish a county fire investigation unit by December 31, 2016.
2. Study the efficacy to create a Fire Marshals position within the fire department to oversee fire investigation by April 1, 2016.
3. Open communication with District Attorney by developing policies and education programs for prosecutors by June 1, 2016.
4. Develop and coordinate fire investigation training for local and surrounding agencies-stakeholders by June 1, 2016.

2016 STRATEGIC PLAN DEPARTMENT – FIRE Fire Fighting & Rescue

Division: Fire & Rescue

City of Beloit Strategic Goals: 1 & 3

Program: Emergency Response

Objective:

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

Action Steps:

1. Evaluate the City of Beloit 2011 Insurance Service Organization (ISO) rating report to identify deficient ratings by 6/14.
 2. Determine practicality and cost benefit of expending resources needed to address deficient issues by 12/14.
 3. Determine a plan and process to address deficient issues by 12/15.
 4. Begin process of resolving identified deficient issues by 12/15.
 5. Request ISO reevaluation by 12/16.
-

Objective:

Inventory and upgrade department hydraulic powered extrication equipment by 12/31/2016.

Action Steps:

1. Identify through regional collaboration gaps in extrication capacity, and identify aging/failing equipment by April 1, 2015.
 2. Submit CIP request as indicated in the 2015 Budget Calendar.
 3. Identify Hydraulic Extrication Tool resource needs and prepare specifications for public bidding process by March 31, 2016.
 4. Publish and complete public bid selection process by July 1, 2016.
 5. Place order by July 30, 2016.
 6. Receive, label, inventory, train and place in service new SCBA by 12/31/2016.
-

Objective:

The goal of creating a promotional training academy is that it provides each individual with the necessary tools and knowledge to be successful in their newly promoted position. It will also help ensure there is a consistency among individuals, as well as the shifts of the department.

Action Steps:

1. Meet with Chief, Assistant Chief and Union Officers to layout the idea of a promotional training academy and gain full support by January 1, 2016.
2. Set up meeting with the training committee to layout the promotional training academy and assign persons already in each position to write up descriptions (positions include; Relief/ Full Driver, Acting/ Full Lieutenant, Captain, Deputy/Assistant Chief's, Fire Chief and Mechanics) following JPR's that would be appropriate to include in a training academy curriculum March 31, 2016.
3. Revisit and develop a priority list of each person's position and prepare for writing curriculums reflecting each positions June 30, 2016.
4. Develop a cost analysis for each academy and a budget plan May 15, 2016.
5. Meet, confer, evaluate and make final edits to the curriculum's October 1, 2016.
6. Have academy programs established by next promotions date to be determined.
7. Reevaluate programming post academy and make appropriate adjustments, date to be determined.

2016 STRATEGIC PLAN DEPARTMENT – FIRE Ambulance

Division: Ambulance

City of Beloit Strategic Goals: 1 & 3

Objective:

Develop a Community Paramedic Program for the Beloit Fire Department. The purpose of this program is to provide better access to healthcare services within the community.

Action steps:

1. By May 1st, 2015 identify a joint labor/management committee along with our department's medical direction hospital that will look at the efficacy of developing a Community Paramedic Program.
 2. By October 30, 2015 identify stakeholders that the department will partner with in an effort to bring these services to the community. This will include finding a funding source for the program.
 3. By October 30, 2015 have an educational curriculum developed that will meet the needs of the program and the community.
 4. By November 15, 2015 conduct a selection process for six personnel who will be interested in attending the Community Paramedic class
 5. By December 31, 2015 the initial six personnel will have finished all of their necessary training.
 6. By January 15, 2016 begin to conduct our first home visits with trained personnel. The second group of paramedics will also have been selected by this date to attend Community Health Paramedic (CHP) School.
 7. By February 28, 2016 conduct an assessment of the initial program to ascertain the need for adjustments to the curriculum or operations.
-

Objective:

Continuation of the data entry process for CodeStat.

Action steps:

1. By January 15, 2016 review the CodeStat database to ensure that at least 80% of all cardiac arrests have been downloaded since 2014.
 2. By February 1, 2016 begin to distribute QA reports to personnel on cardiac arrest efficiency and outcomes.
 3. By July 1, 2015 check on the progress of the project and determine if a second coordinator may need to be assigned to the project in order to help with data entry.
 4. As part of the QA process for cardiac arrest calls all personnel will receive a print-out summary report of the response personnel's performance. This will be implemented by September 30, 2015.
 5. By December 1, 2015 assess the overall progress of the program. The goal will be to have 95% of all of the cardiac arrest cases downloaded in to the database.
-

Division: Ambulance

City of Beloit Strategic Goals: 1 & 3

Program: Ambulance Replacement

Objective:

Replace Ambulance 6210 with an updated chassis and box by October 2016.

Action Steps:

1. Revise the ambulance chassis and box specifications to include additions discovered by the past Ambulance Committee by January 1, 2016.
2. Send out ambulance specifications for the bid process by January 2, 2016.
3. Award the ambulance contract by February 2, 2016.
4. Take delivery of new ambulance by October 2016.

2016 STRATEGIC PLAN
DEPARTMENT – COMMUNITY
DEVELOPMENT
Planning & Building Services

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: Planning Services: Land Use Ordinance Updates

Objective:

To update the City's ordinances which regulate the built environment in response to emerging trends, technologies, and best practices.

Action Steps:

1. Evaluate required off-street parking ratios in Article 8 of the Zoning Ordinance and prepare revisions for Plan Commission and City Council consideration.
 2. Evaluate the lighting requirements in Section 34.10 of the Architectural Review & Landscape Code and prepare revisions for Plan Commission and City Council consideration.
 3. Initiate Zoning Text Amendments in response to recent legislation and/or emerging issues.
-

City of Beloit Strategic Goal: 5

Program: Building Services: Building Inspection and Permit Issuance

Objective:

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

Action Steps:

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

City of Beloit Strategic Goal: 5

Program: Building Services: Inspection & Permitting Modernization

Objective:

To continue to modernize the City's building inspection and permitting processes.

Action Steps:

1. Continue and expand mandatory inspection documentation systems using MUNIS software.
2. Evaluate real-time inspection documentation options, including the use of tablets.
3. Evaluate on-line permitting for planning and building operations.

2016 STRATEGIC PLAN
DEPARTMENT – COMMUNITY
DEVELOPMENT
Community & Housing Services

City of Beloit Strategic Goal: 5

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

Objective:

Continue to systematically inspect properties on a City-wide basis and improve the appearance of the neighborhoods.

Action Steps:

1. Evaluate inspector assignments and adjust inspector assignments as needed.
2. Assign interior rental inspections to the appropriate Inspector.
3. Inspectors will patrol and inspect the exterior of every property in the City.
4. Inspectors will complete interior rental inspections.
5. Track all inspections using the MUNIS system.
6. Develop “grading” system for interior systematic inspections.

City of Beloit Strategic Goal: 5

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

Objective:

Continue to provide consistency in enforcement among inspectors and procedures.

Action Steps:

1. Provide ongoing education to Inspection staff regarding interpretations of codes, inspection and notification procedures, proper documentation, and inspection requirements.
2. Provide outreach and education to residents and rental property owners regarding property maintenance requirements under the City’s Code of Ordinances.
3. Maintain a Lead Inspection official position.
4. Develop and implement a monthly “focus” issues for City-wide Code Enforcement that will concentrate on seasonal or trending violations.
5. Provide monthly focus information to local press for the purpose of informing residents of common issues, how to correct them, and why correcting these issues are important to the community.

City of Beloit Strategic Goal: 5

Program: Rental Dwelling Permit Program

Objective:

Improve the efficiency of the program and provide more options for landlords to submit permits

Action Steps:

1. Work with Treasury, Information Services, and Finance to evaluate whether it is financially and procedurally feasible to make on-line permitting for the rental permit program possible.
 2. If it is possible, begin evaluating how the on-line option would be implemented.
-

City of Beloit Strategic Goal: 5

Program: Neighborhood Stabilization Program

Objective:

Reduce the number of vacant foreclosed homes in the hardest hit neighborhoods.

Action Steps:

1. Use Neighborhood Stabilization Program funds to purchase, rehab, and sell foreclosed properties to households earning 120 percent or less of county median income.
 2. Demolish properties that are beyond repair.
-

City of Beloit Strategic Goal: 1 and 5

Program: Neighborhood Revitalization

Objective:

Strategically focus funding for housing rehabilitation, demolition, and Code Enforcement in the City's most distressed neighborhoods with concentrated pockets of rentals, crime, vacant properties, and Code violations.

Action Steps:

1. Utilize a combination of NSP, HOME, and CDBG funding in the City's Near West Side neighborhood in 2016 to rehabilitate, demolish, and reconstruct vacant, abandoned, or deteriorated properties.
 2. Partner with Neighborhood Housing Services, Community Action, and private sector investors to invest funding in renovating vacant, abandoned, and foreclosed housing.
 3. Market the City's Housing Rehab Loan Program to owner-occupied and renter-occupied properties to encourage improvements to the existing housing stock.
 4. Continue to work with private investors and partners on developing additional incentives for investment in the vacant and abandoned properties in the City.
-

City of Beloit Strategic Goal: 5

Program: Neighborhood Redevelopment

Objective:

Promote redevelopment of City-owned and Rock County owned 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 twice annually in both local newspapers.
 2. Conduct additional marketing to infill builders or to prospective residents interested in building a single family home or expanding their lot.
 3. Strategically purchase vacant lots for land banking for redevelopment.
-

City of Beloit Strategic Goal: 1 and 5

Program: Lead Hazard Reduction

Objective:

Continue to administer the Lead Hazard Control (LHC) Grant funds to make more homes in the City of Beloit lead safe and reduce lead poisoning.

Action Steps:

1. Continue to work with the City of Janesville, Rock County Planning, Rock County Health Department and the Department of Housing and Urban Development to implement the grant.
 2. Continue to work with the Rock County Health Department to address lead poisoning issues at residences where children have been poisoned, and administer the Healthy Homes portion of the LHC Grant.
 3. Continue to market the program to home owners and landlords in order to encourage making homes lead safe for children.
-

City of Beloit Strategic Goal: 5

Program: Fair Housing

Objective:

Continue to work with Equal Opportunities Commission to enforce the Fair Housing ordinance, investigate housing discrimination cases, and provide fair housing education to lenders, realtors, landlords, and residents.

Action Steps:

1. Provide Fair Housing training and outreach to the public and social service agencies.
2. Provide Fair Housing brochures and flyers to appropriate social service agencies in the City.
3. Facilitate the investigation and resolution of housing discrimination complaints in accordance with the City of Beloit's Chapter 20 Fair Housing Code.
4. Continue to address issues and strategies identified in the current Analysis of Impediments to Fair Housing.
5. Update the current Analysis of Impediments to Fair Housing study.

2016 STRATEGIC PLAN DEPARTMENT – COMMUNITY DEVELOPMENT CDBG

City of Beloit Strategic Goal: 1 and 5

Program: Community Development Block Grant (CDBG)

Objective:

Continue to 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 2016.
2. Administer the CDBG program for 2016.
3. Hold a public application and planning process for 2016 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.

City of Beloit Strategic Goal: 1 and 5

Program: Community Development Block Grant (CDBG)

Objective:

Evaluate the potential for providing CDBG funding under economic development to facilitate employment training and education that matches current and incoming local employment opportunities.

Action Steps:

1. Evaluate prior year funding for possible reallocation for this purpose.
2. Develop a strategy to implement and continue this effort.
3. Coordinate services with a local agency to carry out the following:
 - a. Evaluate employment pool needs of current and incoming employers.
 - b. Coordinate training opportunities for residents
 - c. Administer a program to assist residents in obtaining appropriate training and matching those residents with local employment opportunities.
4. Submit the Annual Plan and CDBG Budget to HUD.

2016 STRATEGIC PLAN DEPARTMENT – COMMUNITY DEVELOPMENT HOME

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 2016.
2. Work with CHDOS to ensure funds are expended.
3. Administer the Housing Rehab loan program.
4. Submit information to Janesville for the Annual Plan for submission to HUD.

2016 STRATEGIC PLAN
DEPARTMENT – COMMUNITY
DEVELOPMENT
Housing Authority

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 build an Educational Life Skills Program which will meet the needs of residents. Continue to assist tenants in working toward their goals and graduating from the Self-Sufficiency (FSS) Program

Action Steps:

1. Apply for 2015 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. Continue to 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.
-

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, 2016.

Action Steps:

1. Continue to seek out resources to assist participants with financial problems and debt reconstruction.
 2. Continue to develop partnerships with local banks for financing of homes.
 3. Continue to partner with NeighborWorks Blackhawk Region to provide homeownership classes.
 4. Support program with continued staffing and training.
-

City of Beloit Strategic Goal: 5

Program: Beloit Apartment Redevelopment Phase 1 and Phase 2

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. Continue to follow the completed spreadsheet of all reporting requirements.
 2. Continue to pay debt service on a quarterly basis.
 3. Fund the Replacement Reserve accounts with Capital Fund Program monies in order to maintain properties.
 4. Maintain the Inspection Schedule to monitor the interior and exterior conditions of the rehabbed/constructed units.
 5. Maintain a pro-active maintenance schedule to maintain the interiors and exteriors of the units.
-

City of Beloit Strategic Goal: 5

Program: Public Housing 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 Public Housing tenants and Section 8 participants.
5. Conduct Focus Group discussions with Public Housing residents to assess needs.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

City of Beloit Strategic Goal: 1

Program: General Management

Objective:

Achieve American Public Works Association (APWA) Public Works Agency Accreditation.

Action Steps:

1. Host American Public Works Association on-site review team in follow-up to scheduled 2015 Departmental self-assessment submittal in order to complete APWA national Public Works Agency Accreditation requirements.
-

Objective:

Implement 2014 recommendations related to Department wide work order systems.

Action Steps:

1. Monitor and refine as needed the work order systems initiated in 2015.
-

Objective:

Evaluate obtaining “Bicycle Friendly Community” recognition from the League of American Bicyclists.

Action Steps:

1. Review 2015 plan for achieving “Bicycle Friendly Community” recognition and identify potential implementation schedules and priorities for City Council consideration.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Engineering

City of Beloit Strategic Goal: 1

Program: Engineering/Administration

Objective:

To provide engineering services and technical support to City agencies that improve public welfare and the quality of life. Complete signal and light repairs in a timely fashion. Evaluate and remediate contaminated sites.

Action Steps:

1. Oversee environmental assessments and remediation of environmentally impacted properties.
2. Plan for installation and repair of traffic signals 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.

2016 STRATEGIC PLAN
DEPARTMENT – PUBLIC WORKS
CIP Engineering

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. Evaluate project.
5. Evaluate contractor performance.

2016 STRATEGIC PLAN
DEPARTMENT – PUBLIC WORKS
MPO Transportation

City of Beloit Strategic Goal: 1

Program: Engineering/ Metropolitan Planning Program (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.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

DPW Operations

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.

Develop a list of Capital Projects for facility maintenance and improvement.

Action Steps:

1. Develop a list of budget savings and or options, meeting with individual work groups.
2. Complete Evaluation tools to evaluate all staff based on individual performance measures.
3. Develop 5 year Capital Improvement Projects and 2016 Operating Budgets.
4. Coordinate and manage the Departments Safety Training.
5. Coordinate the DPW Safety Committee; ensure safe working practices are followed.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Forestry

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 with a time line.
3. Continue implementation of intergovernmental coordinated Emerald Ash Bore (EAB) management program.
4. Monitor grant assisted wood burning furnace installations in selected public works facilities.
5. Develop a public relations plan to educate residents on selected operations.
6. Provide urban forestry training to improve worker safety and efficiency.
7. Host Arbor Day Celebration and maintain Tree City USA status.

2016 STRATEGIC PLAN
DEPARTMENT – PUBLIC WORKS
Central Stores

City of Beloit Strategic Goal: 1

Program: Operations / Stores

Objective:

Utilize a Work Order Module to record and track maintenance and operating cost/activity for each piece of equipment. Control the physical aspects of handling inventory. Ensure the City receives the maximum value for each public dollar spent through quarterly comparisons, bidding, quotes and state contracts. Continue to research sustainable projects and options for the city through fleet services.

Action Steps:

1. Track parts work orders and monthly fuel report.
2. Provide a centralized area for materials, equipment parts, maintenance supplies, fuel etc. for all departments.
3. Increase the store usage for all city departments to encourage cooperative purchasing while reducing overall city cost.
4. Update storeroom procedures, purge slow moving inventory, complete annual inventory count.

2016 STRATEGIC PLAN
DEPARTMENT – PUBLIC WORKS
Streets/R.O.W

City of Beloit Strategic Goal: 1

Program: Operations / Street / Traffic Safety

Objective:

Ensure motorist and pedestrian safety minimize hazards for all street and right-of-way Operations. Events and/or projects coordinated and completed with appropriate response times.

Action Steps:

1. Evaluate, establish target area for sign, and street projects.
2. Review quarterly with work group and develop work plan and time line.
3. Develop a public relations plan to educate residents on selected operations.
4. Continue to review/develop/update standard operating procedures.
5. Complete projects for Division and coordinate with entire Department on projects that might need assistance.
6. Manage and expand the work order system for the street work group, continue with the work order system for traffic safety.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Snow & Ice Removal

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 roads, parking lots, walk paths and 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. Communicate/educate stakeholders to understand the processes and procedures within snow & ice control.

2016 STRATEGIC PLAN
DEPARTMENT – PUBLIC WORKS
Fleet Maintenance

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 Finance.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Solid Waste

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 12,504 residences, 35 Americans with Disabilities Act (ADA) customers, 16 City Facilities and 16 School Facilities. Coordinate the intergovernmental relationship with Beloit & Turtle Township. The Department of Natural Resources funding is secured and required 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. Look at recycling alternatives.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Parks

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Parks & Administration

Objective:

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

Action Steps:

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

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Recreation

City of Beloit Strategic Goal: 1

Program: Parks & Leisure Services Division: Recreation Operations

Objective:

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

Action Steps:

1. Implement a diverse variety of recreational and/or athletic programs that primarily meet the growing needs of Beloit residents as well as citizens within the Stateline area that utilize our services.
2. Create a seasonal Recreation Program Guide inclusive of all our services and program offered by the Parks & Leisure Services Division.
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
 - Welty Environmental Center
4. Operate and expand our services offered at the Lagoon Concessions.
5. Oversee and promote our park rental reservation system for Park Shelters, Edwards Pavilion, the Rotary River Center, and the new Big Hill Center.
6. Operate recreational facilities for public use, and complete repairs and facility improvements as warranted at the Edwards Ice Arena/Pavilion, Krueger Pool, Moore Pavilion/Lagoon Concessions, the Rotary River Center, and the new Big Hill Center.

2016 STRATEGIC PLAN
DEPARTMENT – PUBLIC WORKS
Grinnell Hall

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 AARP to provide affordable tax assistance to seniors.
4. Coordinate and implement the annual Beloit Senior Fair.
5. Cooperatively work with the Recreation staff to provide intergenerational programming.
6. Search and obtain grants that will provide financial assist to the center in purchasing supplies and/or equipment that will benefit programs and/or the operations of the facility.
7. Continue to make facility improvements as funding allows, that enhance the building's operations as related to programs and services.
8. Continue to work cooperatively with the Grinnell Hall Advisory Board of Directors regarding the operations of the building and program offerings.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Krueger Haskell Golf Course

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 using the social media, website/internet media, commercial radio media, as well as various print ad media.
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 fee changes as deemed necessary in order to meet the fiscal revenue projections of operating 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.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Cemeteries

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 Statute.
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 including 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.
10. Develop and promote a Scattering Garden where ceremonial remains can be appropriately disposed for a nominal fee within the confines of cemeteries operations of a Scattering Garden.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Transit

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.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Wastewater

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 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 landfill partners, agricultural land owners and other local partners.
4. Implement pilot program for WPCF phosphorous discharge reduction strategy.
5. Complete quarterly hot-spot and biannual 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.
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 Prescription Roundup.
12. Expand public education programs utilizing PW Foxx mascot, Public Works Week activities, local media, community events, etc.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Water Utility

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 metering and billing protocols.

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. Continue 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 and adding base or repeater stations as necessary.
9. Continue Private Well Permitting and Abandonment Program.
10. Continue Comprehensive Cross Connection Control Program.
11. Maintain non-revenue loss water below 15%.

2016 STRATEGIC PLAN

DEPARTMENT – PUBLIC WORKS

Storm Water

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.