



CITY HALL
100 STATE ST., BELOIT, WI
WWW.BELOITWI.GOV



2016-2018
BELOIT CITY COUNCIL
ACCOMPLISHMENTS
MARCH 2019





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CITY OF BELOIT STRATEGIC PLAN

MISSION

The City of Beloit's mission is to provide outstanding public service.

CORE ORGANIZATIONAL VALUES

- B - Be safe:** Safety comes first. We each play a role in the health, safety and welfare of the public at large and must act in ways that enhance our own personal safety, the safety of our co-workers and those we serve.
- E - Ethical behavior:** We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other. We do what we say we are going to do.
- L - Leadership** is developed and shared throughout the organization with an emphasis on continuous improvement.
- O - Outstanding public service:** We are committed to providing outstanding services to our diverse public and internal customers.
- I - Inclusion of diverse people and ideas:** We respect the unique contributions of our fellow employees, residents, groups, and organizations throughout the community by seeking out their opinions, talents, and needs.
- T - Teamwork to creatively solve problems:** We are a team of diverse employees, working internally across departments and divisions, as well as externally with our many stakeholders to creatively solve problems.



Community picnic at Vernon Park

CREATE AND SUSTAIN SAFE AND HEALTHY NEIGHBORHOODS

- Reduce crime, fear, and disorder.
- Engage residents, businesses, and community organizations.
- Minimize injury; prevent loss of life, property, and natural resources.
- Focus on community revitalization that incorporates people, property and physical security.
- Ensure safe roadways to provide for public safety and economic security.

PERFORMANCE INDICATORS:

- Increase in assessed value in the Westside Target Area.
- Reduction in the number of vacant/abandoned properties.
- Decrease in the density of rental units.
- Value of building permits issued and comparison to prior years.
- Increase in the number of homeowners in neighborhoods with over 40% rental.
- Increase clearance of shots fired and felony firearms arrests.
- Reduce outstanding felony warrants, reduce time from crime to arrest.

ACCOMPLISHMENTS

Improved Home Sales & Assessed Values

9% increase in assessed home property values in the Westside Target Area. Average home sale prices went from \$34,000 in 2016 to \$68,000 in 2017 and \$64,000 in 2018.

Increased Building Permits

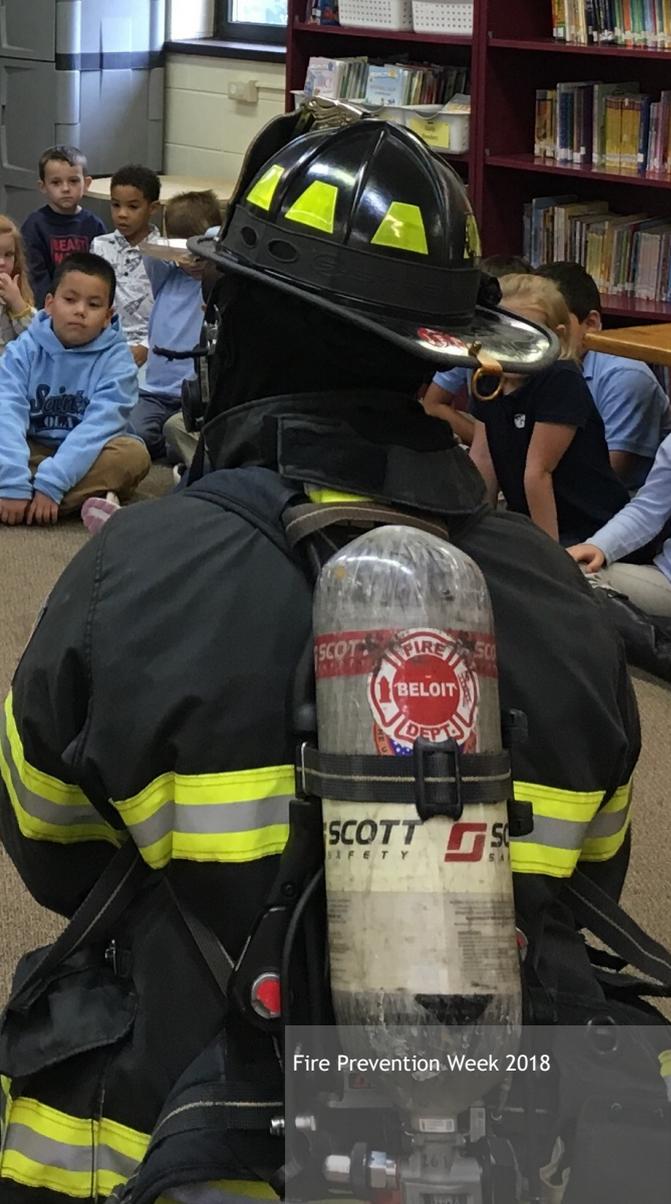
Building permits value **up 111%** from \$21.7 million in 2017 to \$45.8 million in 2018 and up **157%** from 2016 to 2018.

Sustaining Reduced Crime Over Time

Crime is down 12% from 2016 to 2018 and 9% from 2017 to 2018. Violent crime was down by 5% in 2018 compared to 2016. **66% clearance rate** of violent crimes is 25% higher than comparable communities in the Midwest (41.4%).

Reduced Shots Fired

Shots fired incidents continue to decline. **Shootings were down by 57% from 2016 to 2018** with all shootings (3) in 2018 being cleared by an arrest. We also had a 61% reduction in shots fired in 2018 as compared to 2016. We saw a **90% reduction in houses being struck** (from 21 to 2) and a 50% reduction in autos being struck (from 6 to 3).



Fire Prevention Week 2018

CREATE AND SUSTAIN A HIGH-PERFORMING ORGANIZATION

- Strive to recruit and retain a diverse workforce within our organization that reflects the community we serve.
- Establish an organization wide understanding of what high quality public service means and provide appropriate training.
- Implement hours, wages, and working conditions that increase motivation, performance, and satisfaction of represented and non-represented employees, while maintaining organizational flexibility, oversight, and responsiveness to our community.
- Partner with other jurisdictions and organizations.
- Emphasize fiscal responsibility.
- Consider mergers, reorganization or other methods to fill vacancies where possible.
- Identify, create, and implement operational synergies that accentuate service delivery and efficiency across all City departments and divisions.

PERFORMANCE INDICATORS:

- Vacancies filled and increased level of diversity as a percentage of total employees.
- Number of city-wide training sessions provided and attendance numbers.
- Year-end balance of the City's health insurance fund (Active & Retiree).

ACCOMPLISHMENTS

Inclusivity in Hiring

The city continues to **enhance its inclusivity** in the hiring practices by reducing barriers in our application system and launched its new application system in early 2019. Of the city's 190 news hires in 2018, 54% were female and 46% male. The majority of hires self-identified as white at 75% with African American/black at 9%, Hispanic/Latino at 5%, Asian at 2%, two or more races at 2%, and Native Hawaiian/Pacific Islander at 1% (7% chose to not self identify).

Reduced Workplace Injuries

The city implemented its updated workman's compensation policies in spring 2017, which is helping to create a safer work environment and reduce expenses. The immediate impacts are being experienced with a significant reduction in the number of injuries from 264 in 2015 and 245 in 2016 to 134 injuries in 2017 and 102 injuries in 2018. As a result, we reduced our 2019 premium by \$180,000.

Police & Fire Recruiting

The process for police and fire recruitment was recently highlighted at the Police & Fire Commission meeting as both departments look to **eliminate barriers in the hiring process**. 40% of sworn police officers and 40% of firefighters hired from January 2018 to January 2019 were a minority or female.

Empowered Employees With Training

Police department training increased by 16% to 7,156 hours, fire training increased by 23% to 7,520 hours, and public works training increased by 98% to 1,986 hours. Department and division heads are receiving ongoing ethics training as we demonstrate ethical behavior throughout the organization.



Contractors work on the Beloit College Powerhouse project.

CREATE AND SUSTAIN ECONOMIC AND RESIDENTIAL GROWTH

- Retain existing businesses and promote their growth and expansion.
- Attract complimentary new development.
- Develop a high quality workforce and link employers and prospective employees.
- Foster regional partnerships to promote development.
- Leverage private investment, create jobs and increase tax base.

PERFORMANCE INDICATORS:

- Number of acres sold, square footage developed, and jobs created.
- Number of direct marketing activities involved in.
- Respond to all RFI's by deadline or within 48 hours.
- Track and document economic development activity, reporting results to City Council on quarterly and annual basis.

ACCOMPLISHMENTS

New Development Benefits

30 acres sold, 675,000 sq. feet developed, and **943 jobs** created in 2016-2018. Nineteen economic development projects were completed in the city with investments reaching over \$185 million.

Quick Responses to RFI's

33 RFI's responded by deadlines or 48 hours in 2016-2018.

Marketing Our Community

Involved in 12 direct marketing activities from 2016-2018.

Ho-Chunk Destination Development Progress

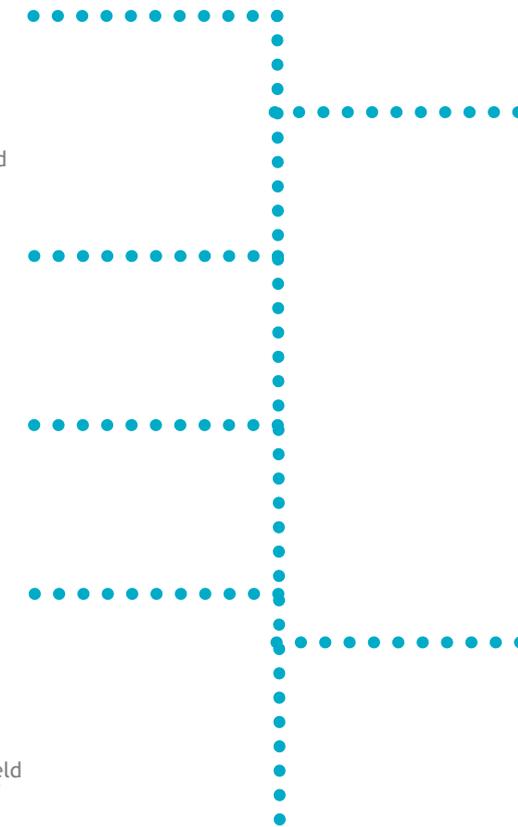
The city continues to support the Ho-Chunk Nation's plan to build its entertainment complex, including a hotel, convention center, waterpark, and casino. The public hearing on the draft environmental statement was held in Beloit in late 2018 by the Bureau of Indian Affairs. We hope to have a decision by the BIA this spring.

Gateway Business Park

Growth continues in the Gateway Business Park, which is currently **valued at \$159 million**. The Gateway Business Park is home to **11 companies with nearly 2,000 employees**, as well as 292 multi-family units and 54 single family homes. The business park has almost 2 million sq. feet in industrial and warehouse space. 11 new single-family homes were permitted in the Eagles Ridge subdivision in 2018. **Coming soon: 58 more multi-family units, G5 Brewing completion; NorthStar Radioisotopes expansion.**

Shrinking Unemployment Rate

Our unemployment rate continues to decrease from 5.6% in 2016. As of December 2018, **the unemployment rate was 3.2%**.





Dirty Dash 2018 at Big Hill Park

CREATE AND SUSTAIN A HIGH QUALITY OF LIFE

- Provide clean, safe and attractive parks and related facilities.
- Provide complimentary recreational and athletic programs.
- Increase literacy and provide lifelong learning opportunities.
- Remove hazardous trees that are a risk to the public and aesthetically maintain the urban forest.

PERFORMANCE INDICATORS:

- # of trees removed, # of stumps removed, % of each remaining.
- Increase use of downloadable A/V and database collections.
- Average time to clear main streets during a snow event.

ACCOMPLISHMENTS

Removal of Ash Trees

Over **1,600 ash trees** and over 1,200 tree stumps removed. There are now only 13% of the city's ash trees remaining compared to 55% in 2016.

Improved Snow Response

The amount of time it takes to clear main streets during a snow event decreased from 6 hours in 2016 to **5 hours in 2017 and 2018.**

Senior Activities

Grinnell Hall partnered with the Rock County Council on Aging to distribute 181 senior farmers' market vouchers and **serve 4,470 meals at the county's only senior dining center.** Grinnell Hall had 255 single and 98 couple memberships in 2018, resulting in over 15,000 visits to the center in 2018.

Literacy for Life

431 books were given away through the bookshelf at City Hall in 2018. The bookshelf is stocked by donations from staff and the community.

Parks & Recreation

Remodeled the restrooms/locker rooms at Krueger-Haskell Golf Course, installed new playgrounds at Hope Park and Eagles Ridge Park, expanded the bike trail at Big Hill Park, hosted Summer Camp Olympics with the YMCA and the Boys and Girls Clubs in Beloit and South Beloit, held Big Hill Adventure Camp in collaboration with the Welty Center, had record participation at the Beloit Dirty Dash, hosted the inaugural Big Hill Bash Ultra Run, and constructed a pergola over the cremorial ledger and converted the decommissioned water tower to the East Lawn Memorial Tower.

Expanded Digital Library Offerings

Over 9,000 locally owned database uses in 2018 and a **24% increase in downloadable A/V** from 2017 to 2018.



Shore Drive Water Main Replacement Project

CREATE AND SUSTAIN HIGH QUALITY INFRASTRUCTURE AND CONNECTIVITY

- Create ongoing funding and planning for extended fiber optic network.
- Create citywide facility maintenance program, incorporating buildings and maintenance.
- Manage CIP program and adequately plan for future needs.
- Continue to promote public transportation and explore new routes to serve future development and existing areas which are underserved.
- Demonstrate progress in the evaluation and implementation of the Rock River Total Maximum Daily Load.

PERFORMANCE INDICATORS:

- Sampling program results.
- % of water meters tested and replaced.

ACCOMPLISHMENTS

Rock River Sampling Program

2016: Sampling programs completed within safe drinking water standards.

2017: Submitted alternatives for compliance, source reduction, improvements and modifications.

2018: Submitted Preliminary Compliance Alternatives Plan

Water Quality Enhancements

Replaced 685 water meters, which was 4.4% of the total system, in 2018. 24% of the water meter transmitters upgraded in 2018.

Utility Pole Installation

Installed 85' utility poles to connect Fire Station #2, Fire Station #3 and Transit to high-speed data radios located on the City Hall water tower to **provide faster data connections** and eliminate cable and leased lines costs. This project allows flexibility by replacing radios as they evolve and become faster. All sites increased from 1 mbps to 40 mbps creating more stability and increased productivity through faster, shared resources. This change also **saves the city over \$14,000 per year.**

Fiber Optics Installation

Completed a fiber optic network joining City Hall to Fire Station Headquarters, Transit, Public Works and Water Division to provide faster, more reliable phone, data and video connections, reduce downtime, create redundancy, increase security, and share high-speed storage resources. This project was designed to last >40 years, with built-in expansion for growth, and provide a significant return on investment by eliminating leased lines and cable connections, yielding 1GB speeds and increasing productivity.

Transit Study Started

A regional transit study began in fall 2018 to examine existing service modes, explore growth potential—including through work-related trips and better efficiency, explore other types of service delivery, and ensure long-term sustainability.



MSNBC Your Business interview in downtown Beloit

CREATE AND SUSTAIN A POSITIVE IMAGE, ENHANCE COMMUNICATIONS & ENGAGE THE COMMUNITY

- Update City logo.
- Refresh City website.
- Focus on social media.
- Create a more detailed citywide communications strategy.
- Integrate community communication, outreach and engagement strategies throughout the organization.

PERFORMANCE INDICATORS:

- Increase # of social media followers by 10% annually.

ACCOMPLISHMENTS

Increased Use of Social Media

2018 far exceeded the growth goal of a **10% increase** in city-run social media accounts. The Beloit Fire Department page grew by 28%, the Beloit Police Department by 11.8%, the City of Beloit Government by 38%, Parks & Recreation by 15%, and Krueger-Haskell Golf Course by 24%. Expanded social media outreach to NextDoor, which has about 600 accounts in the City of Beloit.

Social Media Engagement

The following Facebook pages increased engagement in Q4 2018 as compared to Q4 2017, which is when the city began tracking engagement: government—398%, fire—162%, police—38%.

Expanded Branding & Website Refresh

As part of the city's new branding efforts, standardized email signatures were mandated in 2018. Additional work was completed to incorporate the city's new logo in new signage and on the repainted water tower on Cranston Road. The website was given a mini-refresh with the new branding for an improved user experience and a more professional image of our community.

Launched Public Works Facebook Page

A team of individuals from all five Public Works divisions — Engineering, Operations, Parks & Recreation, Transit and Water Resources — and the city manager's office successfully launched a Public Works Facebook page to connect the community with valuable information about all areas of Public Works.

National Coverage

The City of Beloit received national press coverage, including when it was featured in an episode of MSNBC's *Your Business*. The announcement that the U.S. Navy is naming a littoral combat ship after Beloit also received national media attention.

Enhanced Communication

Solid waste pickup reminders increased by 45% in 2018 from 1,674 to 2,435; introduced snow emergency text and email notifications in Q4 2018 with 613 individuals registered to date; collaborated non-profits and other agencies to communicate information, issues and programs out to the public.