



CITY OF JANESVILLE

Wisconsin's Park Place:

*Discover the community of choice
to realize life's opportunities*

2023 - 2027 STRATEGIC PLAN





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2023-2027 STRATEGIC PLAN

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The City of Janesville 2023-2027 Strategic Plan serves as the road map over the next five years to guide our community's vision to be

THE COMMUNITY OF CHOICE TO REALIZE

LIFE'S OPPORTUNITIES. The Plan outlines our goals, coupled with objectives and strategies to help us make significant, measurable improvements.

Track the progress of the City's strategic goals by visiting our Park Place Performs! dashboard at

<https://performance.ci.janesville.wi.us>.

VISION: What we hope to become or achieve as a community.

WISCONSIN'S PARK PLACE: Discover the community of choice to realize life's opportunities.

MISSION: The primary purpose we serve as an organization.

To innovatively provide effective municipal services that are responsive to the needs of residents, businesses, and visitors and delivered in a reliable, efficient manner in order to sustain Janesville as the community of choice.

VALUES: What guides our organization's perspectives and actions.

ADAPTABILITY

We are creative and flexible in response to our community's changing needs.

RESPECT

We embrace diversity, empathy, and collaboration through a foundation of mutual respect.

SERVICE

We serve with kindness, integrity, and professionalism. We are accountable for making ethical and innovative decisions that reflect community-driven goals.

COMMUNICATION

We value transparency through honest and clear communications.

STRATEGIC GOALS

DIVERSION, EQUITY, INCLUSION & BELONGING

To support a workforce that values diversity, promotes equity, fosters inclusion, and cultivates a sense of belonging within the organization and community that we serve.

DOWNTOWN

To position our downtown as a vibrant neighborhood where commerce, culture, entertainment, and history intersect.

ECONOMY

To facilitate continued growth and diversification of our local economy.

FINANCIAL SUSTAINABILITY

To remain a responsible and forward-thinking steward of financial resources.

IMAGE & ENGAGEMENT

To strategically communicate the City's strengths, priorities, and initiatives while maintaining trust and confidence through effective engagement.

INFRASTRUCTURE

To build upon the community's foundation of well-planned, maintained, dependable, and sustainable infrastructure.

PARTNERSHIPS

To embrace and enhance collaboration with local, regional, national, and global stakeholders to realize shared success.

PERFORMANCE CULTURE

To cultivate an organizational environment that empowers an engaged, innovative, and diverse municipal employee base.

SAFE & HEALTHY COMMUNITY

To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.



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COST ESTIMATE LEGEND

	Min	Max
INHS	In House	
TBD	To Be Determined	
\$	-	50,000
\$\$	50,001	100,000
\$\$\$	100,001	250,000
\$\$\$\$	250,001	500,000
\$\$\$\$\$	500,001	1,000,000
\$\$\$\$\$\$	1,000,001	∞

DEPARTMENT / DIVISION ABBREVIATIONS

ALL DEPTS	All Departments
ASSR	Assessor's Office
BLDG	Building Division
CAO	City Attorney's Office
CMO	City Manager's Office
CTO	Clerk-Treasurer's Office
DEIB CMTE	Diversity, Equity, Inclusion & Belonging Committee
DPW	Department of Public Works
ED	Economic Development Office
ENG	Engineering Division
FIN	Finance Office
HS	Housing Services Division
HPL	Hedberg Public Library
HR	Human Resources Office
IT	Information Technology Office
JATV	JATV Media Services
JFD	Janesville Fire Department
JM4C	Janesville Mobilizing 4 Change
JPD	Janesville Police Department
JTS	Janesville Transit System
MIG	Manager's Initiative Group
NCS	Neighborhood and Community Services Department
OPS	Operations Division
PARKS	Parks Division
PLAN	Planning Division
REC	Recreation Division
WATER	Water Utility
WWATER	Wastewater Utility

Diversity, Equity, Inclusion & Belonging

To support a workforce that values diversity, promotes equity, fosters inclusion, and cultivates a sense of belonging within the organization and community that we serve.



OBJECTIVES

1. Establish and maintain an organizational DEIB committee to guide the City's DEIB efforts, identify strategic goals and tasks, and provide recommendations around DEIB effort.
2. Recruit, onboard, and retain a more diverse workforce.
3. Provide education, training, and other opportunities to increase workforce exposure to, and knowledge around, DEIB topics.
4. Increase equity by ensuring policies incorporate various levels of support and assistance to access benefits and services depending upon need.
5. Increase efforts to ensure employees and the community we serve experience a feeling of belonging.



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Strategic Goal: Diversity, Equity, Inclusion, and Belonging

OBJECTIVE #1: Establish and maintain an organizational DEIB committee to guide the City's DEIB efforts, identify strategic goals and tasks, and provide recommendations around DEIB effort.

Task Description	Lead	Cost	Year
Hold regular meetings to advance DEIB efforts	DEIB CMTE	INHS	Annual
Recommend strategic objectives and tasks for inclusion within the City's strategic plan	DEIB CMTE	INHS	Annual
Facilitate an organizational DEIB assessment	DEIB CMTE	INHS	2023
Research what other municipalities are doing around DEIB	DEIB CMTE	INHS	2024
Conduct an employee DEIB survey (every 3 years)	DEIB CMTE	INHS	2025
Seek community feedback on DEIB efforts	DEIB CMTE	INHS	2027

OBJECTIVE #2: Recruit, onboard, and retain a more diverse workforce.

Task Description	Lead	Cost	Year
Track and share workplace demographics - (Compare to Janesville and Janesville School District)	HR	INHS	Annual
Develop an Onboarding Committee to review current practices and recommend improvements to the process	ALL DEPTS / HR	INHS	2023
Utilize diversity focused websites and social media groups to expand recruitment advertising	HR	\$	2023
Implement a Peer Mentor program for new hires	ALL DEPTS / HR	INHS	2024
Implement Stay Interviews	HR	INHS	2024
Include organization/management demographics on Socrata	HR	INHS	2024
Develop Employee Resource Group(s) (ERG)	DEIB CMTE	\$	2025
Implement anonymization techniques for application review and interviews	HR	INHS	2025
Create an annual COJ Yearbook	CMO / HR	INHS	2026

OBJECTIVE #3: Provide education, training and other opportunities to increase workforce exposure to, and knowledge around, DEIB topics.

Task Description	Lead	Cost	Year
Build a DEIB resource library for employees	HPL	INHS	2023
Build upon training with small scale DEIB efforts - Employee groups to undertake small scale DEIB efforts & report back and share	ALL DEPTS / CMO	INHS	2023
Highlight City Council recognitions to all staff (w/information about why the event is being recognized and resources to learn more)	CMO / HPL	INHS	2023
Include DEIB topics in monthly HR newsletter	HR	INHS	2023
Review and expand upon training opportunities (trainers with real lived experience)	HR	\$	2023
Use the Intranet to hold/share DEIB information	ALL DEPTS / CMO	INHS	2023



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Strategic Goal: Diversity, Equity, Inclusion, and Belonging

Facilitate voluntary opportunities for employees to have discussions on groups (books, movies, topics, etc.)	HPL	INHS	2024
Include DEIB in the performance evaluation process (through identification of individual DEI goals)	ALL DEPTS / HR	INHS	2024

OBJECTIVE #4: Increase equity by ensuring policies incorporate various levels of support and assistance to access benefits and services depending upon need.

Task Description	Lead	Cost	Year
Review Administrative Policies for consistency with DEIB goals	CMO	INHS	Annual
Review Council Policies for consistency with DEIB goals	ALL DEPTS / CMO	INHS	Annual
Review Department Policies for consistency with DEIB goals	ALL DEPTS	INHS	2023
Increase diversity on City committees/commissions/boards	CMO	INHS	2024
Review HR Policies for consistency with DEIB goals	HR	INHS	2024

OBJECTIVE #5: Increase efforts to ensure employees and the community we serve experience a feeling of belonging.

Task Description	Lead	Cost	Year
Review City recognized holidays, including Martin Luther King Day	HR	INHS	2023
Review Diversity Statement	HR	INHS	2023
Compile and evaluate demographics of individuals served/participating and compare to community and school district level data	ALL DEPTS	INHS	2024
Explore opportunities to be involved with community groups that promote diversity	ALL DEPTS / DEIB CMTE	INHS	2024
Explore opportunities to partner with other organizations on existing activities and provide inclusive activities throughout the year	ALL DEPTS / DEIB CMTE	INHS	2024
Research whether an anonymous means for employees to share concerns/suggestions is feasible	DEIB CMTE / HR	INHS	2024
Take a look at celebration months with a DEIB lens & be intentional about what we are recognizing and why	ALL DEPTS / CMO	INHS	2024

DOWNTOWN

To position our downtown as a vibrant neighborhood where commerce, culture, entertainment, and history intersect.



OBJECTIVES

1. Explore new ways to draw a consistent and sustainable critical mass of people to the downtown.
2. Enhance the downtown's organizational structure and capacity.
3. Encourage diversity in downtown development, businesses, and activities while establishing a niche experience.
4. Maintain a range of funding tools to encourage, facilitate, and leverage private investment in the downtown.



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Strategic Goal: Downtown

OBJECTIVE #1: Explore new ways to draw a consistent and sustainable critical mass of people to the downtown.

Task Description	Lead	Cost	Year
Actively promote the Town Square & Festival Street for public events	REC	INHS	Annual
Actively recruit destination businesses and activities	ED	INHS	Annual
Partner with Downtown Janesville, Inc. (DJI) to promote events	ED / MIG	INHS	Annual
Promote and facilitate the development of additional market-rate housing within and immediately adjacent to the downtown	ED	INHS	Annual
Implement various improvements outlined in Elevate Survey	PARKS	\$	2023
Establish a Riverfront Entertainment District	ED	\$	2025
Consider gateway signage that would be installed near Five Points, Centerway and Milton, and any other main entrances to the downtown	DPW	\$\$\$	2026
Establish a Heritage Trail in downtown Janesville	PARKS	\$	2026

OBJECTIVE #2: Enhance the downtown's organizational structure and capacity.

Task Description	Lead	Cost	Year
Establish a stronger and more user-friendly internet presence, focusing on providing information about downtown market data, available buildings and sites, and potential funding programs for the downtown	ED	\$	Annual
Explore feasibility of constructing a parking garage on the west side of the river in downtown Janesville	DPW	TBD	2027

OBJECTIVE #3: Encourage diversity in downtown development, businesses, and activities while establishing a niche experience.

Task Description	Lead	Cost	Year
Expand the City's downtown retail, restaurant, and service recruitment and attraction efforts	ED	INHS	Annual

OBJECTIVE #4: Maintain a range of funding tools to encourage, facilitate, and leverage private investment in the downtown.

Task Description	Lead	Cost	Year
Engage local lending institutions to provide innovative and collaborative financing products to downtown development projects	ED	INHS	Annual
Research and apply for grant opportunities to implement objectives of the strategic plan and other relevant plans	DPW / ED	INHS	Annual
Explore feasibility of establishing a Parking Utility in the downtown	DPW / FIN	INHS	2027

ECONOMY

To facilitate continued growth and diversification of our local economy.



OBJECTIVES

1. Encourage retention and expansion of current businesses while nurturing startups.
2. Leverage local and regional workforce development partnerships.
3. Continue practices to create an investment-friendly environment with diminished barriers to development.
4. Promote the redevelopment of brownfields through grant funding and technical assistance.
5. Target recruitment efforts to attract new businesses.
6. Market and expand upon the region's logistical and transportation advantages.



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Strategic Goal: Economy

OBJECTIVE #1: Encourage retention and expansion of current businesses while nurturing startups.

Task Description	Lead	Cost	Year
Continue business retention and expansion (BRE) visits	ED	INHS	Annual

OBJECTIVE #2: Leverage local and regional workforce development partnerships.

Task Description	Lead	Cost	Year
Continue to work with and expand existing partnerships (e.g. Forward Janesville, Rock County 5.0, MadREP, SWWDB, etc.)	ED	INHS	Annual
Work with regional educators to create a "ready to work" workforce	ED	\$	Annual

OBJECTIVE #3: Continue practices to create an investment-friendly environment with diminished barriers to development.

Task Description	Lead	Cost	Year
Assist in the redevelopment of struggling retail areas (e.g. the Janesville mall, south side, and west side)	BLDG / ED / PLAN	INHS	Annual
Encourage and facilitate redevelopment of Janesville's older commercial corridors, particularly along Milton Avenue and Center Avenue	ED	INHS	Annual
Evaluate former batting cages for redevelopment	DPW	INHS	2023
Evaluate land behind City Hall for redevelopment	DPW	INHS	2023

OBJECTIVE #4: Promote the redevelopment of brownfields through grant funding and technical assistance.

Task Description	Lead	Cost	Year
Assist with the redevelopment of the Centennial Industrial Park (former GM site)	ED	INHS	2023
Pursue additional funding through EPA, WEDC to address the need for remediation of Centennial Industrial Park (former GM site)	ED	INHS	2023

OBJECTIVE #5: Target recruitment efforts to attract new businesses.

Task Description	Lead	Cost	Year
Assist in the development of the SHINE Medical Technologies site	ED	\$\$\$\$\$\$	Annual
Explore purchasing additional land for industrial development	ED	\$\$\$\$\$	Annual
Market Janesville's "shovel ready" sites	ED	\$	Annual



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Strategic Goal: Economy

OBJECTIVE #6: Market and expand upon the region's logistical and transportation advantages.

Task Description	Lead	Cost	Year
Maintain and expand, if financially feasible, regional transit opportunities	ED / JTS	\$\$	Annual
Market the Rock River as a regional recreation attraction	CMO / PARKS / REC	\$	Annual
Evaluate options to grow industrial parks	ED	\$\$\$\$\$\$	2023
Pursue the construction of a westside City bypass	DPW	\$\$\$\$\$\$	2027
Pursue the construction of an eastside City bypass	DPW	\$\$\$\$\$\$	2027

FINANCIAL SUSTAINABILITY

To remain a responsible and forward-thinking steward of financial resources.



OBJECTIVES

1. Ensure that City services are delivered in an efficient and effective manner.
2. Maintain City services by exploring opportunities to diversify and increase our revenue base.
3. Continue to plan for the long-term financial sustainability of City services.



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Strategic Goal: Financial Sustainability

OBJECTIVE #1: Ensure that City services are delivered in an efficient and effective manner.

Task Description	Lead	Cost	Year
Analyze the cost of City programs and services compared to peer cities	FIN	INHS	Annual
City-wide revaluation of property values (market updates)	ASSR	\$\$	2023
City-wide revaluation of property values (market update)	ASSR	\$\$	2027

OBJECTIVE #2: Maintain City services by exploring opportunities to diversify and increase our revenue base.

Task Description	Lead	Cost	Year
Consider and, if needed, conduct rate study of water fees	DPW / FIN	INHS	Annual
Continue to aggressively pursue grant funding opportunities	ALL DEPTS	\$	Annual
Lobby legislature on levy limits and alternative revenue sources	CMO	INHS	Annual
Update cost recovery goals and adjust rates / service fees to meet these goals	FIN	INHS	Annual
Conduct rate study of wastewater fees	DPW / FIN	INHS	Biennial
Adjust the Stormwater ERUs as necessary based on the 2022 review	CTO / DPW	INHS	2023
Explore the possibility of being declared a Premier Resort Community by the State and implement, if possible, a Premier Resort tax	CMO	INHS	2023
Research sustainable revenue sources for the Riverfront Acquisition Fund in order to purchase properties adjacent to the Rock River	FIN	INHS	2025

OBJECTIVE #3: Continue to plan for the long-term financial sustainability of City services.

Task Description	Lead	Cost	Year
Maintain an appropriate General Fund balance in accordance with Council Policy #89 on Fund Balance	FIN	INHS	Annual
Practice cash management that maintains strong liquidity and safe investments in accordance with Council Policy #68 on Investment of City Funds	CTO	INHS	Annual
Practice responsible debt management by balancing capital needs with debt limits in accordance with Council Policy #75 on Debt Management	FIN	INHS	Annual
Prepare and update internal control procedures over major accounting processes	FIN	INHS	Annual
Prepare long-term financial revenue and expense projections for major City funds	FIN	INHS	Annual
Review Council Policy #75 on Debt Management during Note Issue process to ensure compliance	FIN	INHS	Annual
Review Council Policy #89 on Fund Balance during budget development process to ensure compliance	FIN	INHS	Annual
Update the five-year Capital Improvement Program (CIP) based on 5-year Strategic Plan	MIG	INHS	Annual
Implement recommended changes to township Fire/EMS service fee structure	FIN / JFD	INHS	2023
Strategically use federal pandemic funds to fortify transit budgets	FIN / JTS	INHS	2023
Implement recommended changes to township Fire/EMS service fee structure	FIN / JFD	INHS	2024

IMAGE & ENGAGEMENT

To strategically communicate the City's strengths, priorities, and initiatives while maintaining trust and confidence through effective engagement.



OBJECTIVES

1. Instill a consistent and positive City image and brand within and beyond the community.
2. Nurture a positive working relationship with the media.
3. Enhance public trust in the City through communication and engagement.
4. Promote the City's interests to legislators.
5. Align communication efforts within the City's strategic goals.
6. Improve internal communication mechanisms to better inform the City Council and staff of City initiatives.



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Strategic Goal: Image & Engagement

OBJECTIVE #1: Instill a consistent and positive City image and brand within and beyond the community.

Task Description	Lead	Cost	Year
Develop diverse methods of communication to reach intended markets, such as creating a comprehensive marketing plan to prioritize promotion of programs and services	HPL	\$	Annual
Review and update, as necessary, the Community of Choice Campaign	MIG	INHS	Annual
Standardize and increase usage of the City's logo, tagline, and colors	MIG	\$	Annual
Utilize multi-media advertising and messaging venues to reach a broader and more diverse audience	MIG	\$	Annual
Wrap Recreation Van to promote City Brand - WI Park's Place & Play	REC	\$	2023
Survey peer communities as to results of those organizations' community surveying efforts for comparative purposes.	CMO	INHS	2024
Apply for the National Civic League "All-America City" Award	MIG	\$	2027

OBJECTIVE #2: Nurture a positive working relationship with the media.

Task Description	Lead	Cost	Year
Develop relationships with diverse media	MIG	INHS	Annual
Proactively contact media on major issues	MIG	INHS	Annual
Implement a media training program	HR	\$	Biennial

OBJECTIVE #3: Enhance public trust in the City through communication and engagement.

Task Description	Lead	Cost	Year
Accommodate diverse populations (minority, seniors, etc.) through engagement	MIG	INHS	Annual
Archive JATV video tape library	JATV	INHS	Annual
Continue community engagement program with Embedded Librarians	HPL	INHS	Annual
Explore and potentially implement opportunities to partner with schools to teach high school students about local government with presentations or hands-on exercises	MIG	INHS	Annual
Implement duplication/transfer services	JATV	INHS	Annual
Increase web-based conversations, surveys, and FAQs	MIG	INHS	Annual
Provide quarterly broadcasting classes for the public	JATV	INHS	Annual
Create a system for residents to provide feedback on road conditions.	CMO / CMO	INHS	2023
Discourage exclusive language such as "transplant", maligning new residents, or any other gender, race, class, or ability-based language.	ALL DEPTS / CMO	INHS	2023
Explore targeted outreach to new residents and businesses to foster a welcoming environment, improve the perception of local government, and increase engagement.	CMO	INHS	2023
Playback system replacement	JATV	\$	2025
Purchase camera upgrades and replacements	JATV	\$	2025



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Strategic Goal: Image & Engagement

OBJECTIVE #4: Promote the City's interests to legislators.

Task Description	Lead	Cost	Year
Build strong working relationships with state and federal legislators and staff	CMO / MIG	\$	Annual
Execute the City's annual legislative program	MIG	\$	Annual
Maintain a strong working relationship with the Wisconsin League of Municipalities	CMO / MIG	INHS	Annual
Provide quarterly City Manager updates to state and federal legislators	MIG	INHS	Annual
Host a State Legislative Roundtable Discussion	MIG	INHS	Biennial
Host a County Supervisor Roundtable Discussion	MIG	INHS	2023

OBJECTIVE #5: Align communication efforts with the City's strategic goals.

Task Description	Lead	Cost	Year
Conduct annual "State of the City" address to highlight strategic goal, objective, and task achievement	CMO	\$	Annual
Update and implement the comprehensive strategic communications plan	MIG	\$	Annual
Update the annual Strategic Plan status report	MIG	\$	Annual
Increase communications on street rehabilitation project and activities.	CMO	INHS	2023

OBJECTIVE #6: Improve internal communication mechanisms to better inform the City Council and staff of City initiatives.

Task Description	Lead	Cost	Year
Provide the bi-weekly City Report to the City Council and City staff to highlight recent City activities	MIG	INHS	Annual
Update staff of budget process via Internal Budget Communications	MIG	INHS	Annual
Conduct City Manager all-employee ("all hands") meetings	CMO	\$	Semi-annual

INFRASTRUCTURE

To build upon the community's foundation of well-planned, maintained, dependable, and sustainable infrastructure.



OBJECTIVES

1. Implement infrastructure improvement as part of the *ARISE* plan.
2. Improve existing transportation system.
3. Actively manage City parks.
4. Actively manage City assets.
5. Sustain robust water, wastewater, and stormwater systems.
6. Improve long-range planning, code enforcement, and on-going maintenance.
7. Actively manage City facilities.



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Strategic Goal: Infrastructure

OBJECTIVE #1: Implement infrastructure improvement as part of the ARISE plan.

Task Description	Lead	Cost	Year
Engage with downtown stakeholders to review location of downtown public bathroom	ED	\$	2023
Evaluate riverwalk lighting from Milwaukee to Center	DPW	INHS	2023
Reconstruction of E. Milwaukee St. (Main to Atwood)	ENG	\$\$\$\$\$\$	2023
Design and acquire properties for riverwalk connection to Traxler from Centerway	ENG	\$\$\$	2024
Design River Street / Wall Street reconstruction from W. Milwaukee to Franklin Street	ENG	\$\$	2024
Update riverwalk lighting from Milwaukee to Center	ENG	\$\$\$\$\$	2024
Reconstruct River Street / Wall Street from W. Milwaukee to Franklin Street	ENG	\$\$\$\$	2025
Construct east side riverwalk from Court to Racine Street	ENG	\$\$\$\$\$	2026
Construct public bathroom, South River Street	ENG	\$\$\$\$	2026
Construct west side riverwalk from Racine to Rockport	ENG	\$\$\$\$\$	2026
Design public bathroom, South River Street	ENG	\$\$	2026
Design west side riverwalk from Racine to Rockport	ENG	\$	2026
Construct riverwalk connection to Traxler from Centerway	ENG	\$\$\$\$	2027
Design east side riverwalk from Court to Racine Street	ENG	\$	2027
Design reconstruction of Jackson Street with concrete pavement from W. Milwaukee to Centerway	ENG	\$\$	2027
Reconstruct Jackson Street with concrete pavement from W. Milwaukee Street to Centerway	ENG	\$\$\$\$	2027
Install Franklin Street streetscape improvements (Mineral Point Avenue to Dodge Street)	ENG	\$\$\$\$\$	2027

OBJECTIVE #2: Improve existing transportation system.

Task Description	Lead	Cost	Year
Complete implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks	ENG	\$\$	Annual
Consider pedestrian crossing improvements for City trails when impacted by street rehabilitation program	ENG	\$	Annual
Develop and maintain a transit system that provides access to jobs, job training, education, medical care, and human services for citizens	JTS	\$\$\$\$\$\$	Annual
Establish an ongoing bus replacement program	JTS	\$\$\$\$\$\$	Annual
Evaluate grant opportunities and consider community partnerships for establishment of electric transit bus and related infrastructure program	JTS	\$\$\$\$\$	Annual
Investigate adding bike lanes to additional streets throughout the community	DPW	\$	Annual
Provide passenger amenities and upgraded facilities (bus stops signs, shelters, benches, Transfer Center, Transit Services Center, etc.) that make using Transit a pleasurable experience	JTS	\$	Annual



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Strategic Goal: Infrastructure

Complete annual parks division paving projects 2023	PARKS	\$\$\$	2023
Conduct major concrete joint/panel repairs 2023	ENG	\$\$	2023
Crack Sealing 2023	ENG / OPS	\$\$\$	2023
Curb and gutter replacement program 2023	ENG	\$\$\$\$\$	2023
Design Ruger reconstruction (LRIP) from Court/Garfield to Randall	ENG	\$\$\$	2023
Electric Bus Pilot Program	JTS	\$\$\$	2023
Rehabilitate Ruger Avenue from Court/Garfield to Randall (18/19 & 20/21 & 22/23 LRIP)	ENG	\$\$\$\$\$	2023
Safety conversion and signal replacements for Court Street from Five Points to Waveland (right of way acquisition) (HSIP)	ENG	\$\$\$	2023
Sidewalk program 2023	ENG	\$\$\$\$	2023
Street rehabilitation program 2023 - Work toward improving all collector/arterial streets with a PASER rating of 4 or lower and all local streets with a PASER rating of 3 or lower	ENG	\$\$\$\$\$	2023
Center Ave DOT Reconditioning & RR Bridge Replacement - 2024	ENG	\$\$\$\$\$	2024
Conduct major concrete joint/panel repairs 2024	ENG	\$\$\$	2024
Crack sealing 2024	ENG / OPS	\$\$\$	2024
Curb and gutter replacement program 2024	ENG	\$\$\$\$\$	2024
Design Mt. Zion MSID (Milton to Pontiac)	ENG	\$\$\$	2024
Design Ruger reconstruction (STP) Randall to Lexington	ENG	\$\$\$	2024
Five Points Intersection (HSIP)	ENG	\$\$\$\$\$	2024
Implement traffic signal safety improvements at Five Points and McKinley & Center as part of 2024 DOT project on Center Ave	ENG	\$\$\$	2024
Sidewalk program 2024	ENG	\$\$\$\$	2024
Street rehabilitation program 2024 - Work toward improving all collector/arterial streets with a PASER rating of 4 or lower and all local streets with a PASER rating of 3 or lower	ENG	\$\$\$\$\$	2024
Complete annual parks division paving projects 2025	PARKS	\$\$\$	2025
Complete Milton Avenue Corridor Study for Bicycle and Pedestrian Enhancements, Evaluate Frontage Road	ENG / PLAN	\$	2025
Complete safety conversion and signal replacements for Court Street from Five Points to Waveland (HSIP)	ENG	\$\$\$\$	2025
Conduct major concrete joint/panel repairs 2025	ENG	\$\$\$	2025
Crack sealing 2025	ENG / OPS	\$\$\$	2025
Curb and gutter replacement program 2025	ENG	\$\$\$\$\$	2025
Design Ruger reconditioning (24/25 LRIP) from Lexington to I-39/90	ENG	\$\$\$	2025
Sidewalk program 2025	ENG	\$\$\$\$	2025
Street rehabilitation program 2025 - Work toward improving all collector/arterial streets with a PASER rating of 4 or lower and all local streets with a PASER rating of 3 or lower	ENG	\$\$\$\$\$	2025



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Strategic Goal: Infrastructure

Bridge Maintenance - Structure #B-53-018 - USH 51 (Centerway) over Rock River	DPW	\$\$\$	2026
Complete annual parks division paving projects 2026	PARKS	\$\$\$	2026
Conduct major concrete joint/panel repairs 2026	ENG	\$\$\$	2026
Construct Mt. Zion MSID (Milton to Pontiac)	ENG	\$\$\$\$\$	2026
Construct Ruger reconstruction (STP) Randall to Lexington	ENG	\$	2026
Crack sealing 2026	ENG / OPS	\$\$\$	2026
Curb and gutter replacement program 2026	ENG	\$\$\$\$\$	2026
Design reconstruction of USH 26 - Centerway & Milton (N. Parker to Randolph)	ENG	\$\$\$\$\$	2026
Rehab Ruger Ave. Randall to Lexington (DOT Project)	ENG	\$\$\$\$\$	2026
Sidewalk program 2026	ENG	\$\$\$\$	2026
Street rehabilitation program 2026	ENG	\$\$\$\$\$	2026
Begin bus stop rehabilitation for ADA accessibility compliance	ENG / JTS	\$	2027
Bridge Maintenance - Structure #B-53-049 - W. Racine St. over Rock River	DPW	\$\$	2027
Bridge Maintenance - Structure #B-53-098 - E. Memorial Dr. over USH 51	DPW	\$\$\$	2027
Bridge Maintenance - Structure #B-53-191 - Court St. over Rock River	DPW	\$\$	2027
Bridge Maintenance - Structure #B-53-280 - Ruger Ave. over Spring Brk.	DPW	\$	2027
Bridge Maintenance - Structure #B-53-374 - Sharon Rd. over Spring Brk.	DPW	\$	2027
Complete annual Parks Division paving projects 2027	PARKS	\$\$\$	2027
Conduct major concrete joint/panel repairs 2027	ENG	\$\$\$	2027
Crack sealing 2027	ENG / OPS	\$\$\$	2027
Curb and gutter replacement program 2027	ENG	\$\$\$\$\$	2027
Design / construct a pedestrian connection from STH 26 to Glacial River Trail	DPW	\$\$\$\$\$	2027
Design Sandhill Dr. from Deerfield east to east end of Briar Crest Park	DPW	\$\$\$	2027
Extend Sandhill Drive from Deerfield east to east end of Briar Crest Park	DPW	\$\$\$\$	2027
Sidewalk program 2027	ENG	\$\$\$\$\$	2027
Street rehabilitation program 2027	ENG	\$\$\$\$\$	2027

OBJECTIVE #3: Actively manage City Parks.

Task Description	Lead	Cost	Year
Annual playground replacement 2023	PARKS	\$\$	2023
Construct Palmer Park mountain bike park	PARKS	\$\$	2023
Design Fisher Creek Trail extension phase 1 - Court to Dartmouth (TAP)	ENG / PARKS	\$\$	2023
Design Fisher Creek Trail extension phase 2 - Rockport Road to Court (Stewardship)	ENG	\$	2023
Evaluate Outdoor Sports Complex for improvements	PARKS	INHS	2023
Golf course improvements 2023	PARKS	\$\$	2023



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Strategic Goal: Infrastructure

Implement results of aquatics facilities evaluation - Palmer Park Phase 1	REC	\$\$\$\$\$	2023
Resurface Palmer Park Tennis Courts #1-3	PARKS	\$	2023
Review the number of pickleball courts with user groups	PARKS	INHS	2023
Annual playground replacement 2024	PARKS	\$	2024
Evaluate Oakhill Cemetery for maintenance building and restroom facility upgrades	ENG / PARKS	INHS	2024
Golf course improvements 2024	PARKS	\$	2024
Implement results of aquatics facilities evaluation - Palmer Park Phase 2	REC	\$\$\$\$\$	2024
Improve Youth Sports Complex lighting	PARKS	\$\$\$\$\$	2024
Complete Oakhill Cemetery maintenance building and restroom facility upgrades	ENG / PARKS	\$\$\$\$\$	2025
Construct Fisher Creek Trail extension phase 1 - Court to Dartmouth (TAP)	ENG / PARKS	\$\$\$	2025
Construct Fisher Creek Trail extension phase 2 - Rockport Road to Court (Stewardship)	ENG / PARKS	\$\$\$	2025
Dredge Traxler Lagoon	PARKS	\$\$\$	2025
Golf course improvements 2025	PARKS	\$	2025
Implement results of aquatics facilities evaluation - Rockport Park	ENG / REC	\$\$\$	2025
Purchase additional Columbarium for Oak Hill Cemetery	PARKS	\$	2025
Resurface Palmer Park Tennis Courts #4-6	PARKS	\$	2025
Convert Dawson Softball Complex Electrical Poles to LED lights	REC	\$\$\$	2026
Explore diversion over the Centerway Dam with North American Hydro	DPW	\$\$\$	2026
Golf course improvements 2026	PARKS	\$	2026
Rebuild Peace Park playground	PARKS	\$\$\$	2026
Upgrade electrical pole conduits at Dawson Softball Complex	REC	\$\$\$\$	2026
Annual playground replacement 2027	PARKS	\$	2027
Bunker Renovation at Riverside G.C.	PARKS	\$\$\$	2027
Construct Fisher Creek Trail off-street extension phase 3 - Fisher Creek to Rockport Park	ENG	\$\$\$	2027
Design Fisher Creek Trail off-street extension phase 3 - Fisher Creek to Rockport Park	ENG	\$	2027
Golf course improvements 2027	PARKS	\$\$\$	2027
Repurpose Monterey Park for better and more suitable usage	PARKS	\$	2027
Rowing dock and storage at North Traxler Park	PARKS	\$	2027
Upgrade Riverside Baseball Field	PARKS	\$	2027
Upgrade Riverside Park Boat Launch (new docks, enhance shoreline)	ENG / PARKS	\$	2027



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Strategic Goal: Infrastructure

OBJECTIVE #4: Actively manage City assets.

Task Description	Lead	Cost	Year
Complete annual VOM Equipment Replacement Schedule	OPS	\$\$\$\$\$	Annual
Identify opportunities to acquire properties or obtain easements adjacent to the Rock River, including funding partnerships	PLAN	INHS	Annual
Address Landfill Subbase & Maintenance Building Groundwater Issues	OPS	\$\$\$\$	2023
Digester Slope maintenance improvements	WWATER	\$	2023
Encrypt database storage (data at rest) for SQL Servers	IT	INHS	2023
Encrypt file storage (data at rest)	IT	INHS	2023
Evaluate shared dumpster area for Water Street businesses	OPS	INHS	2023
Explore SCADA system for landfill gas well fields	OPS	\$	2023
Install Govern Open Forms 2023	IT	\$\$\$\$\$	2023
Install leachate recirculation infrastructure (cell 6)	OPS	\$\$\$	2023
Investigate costs and methods for moving offsite backup storage to cloud	IT	INHS	2023
Landfill Cell 5 intermediate cover and gas well installation	ENG / OPS	\$\$\$\$	2023
Maintain City network to adapt to evolving technologies - IT strategic plan 2023 (2023-2027)	IT	\$\$\$\$	2023
Maintain GIS Asset Management plan 2023	ENG	\$\$	2023
Replace existing fuel dispensers on fuel pad 2023	OPS	\$	2023
Replace one waste collection vehicle	OPS	\$\$\$\$	2023
Replace the anti-malware with AI based new generation software	IT	\$	2023
Switch to AI based Closed Captioning	IT	\$	2023
Wastewater Pickup Truck Replacement	WWATER	\$	2023
Close a portion of the Clean-Fill Landfill (Demolition Landfill)	ENG / OPS	\$\$\$\$\$	2024
Complete Five-Year Landfill Organic Stability Report	OPS	\$	2024
Extend Metropolitan Area Network (MAN) 2024 - Phase 7	IT	\$\$\$\$\$	2024
Install Govern Open Forms 2024	IT	\$\$\$\$	2024
Landfill blower / flare building and infrastructure replacement	ENG / OPS	\$\$\$\$	2024
Landfill Cell 7 construction	ENG / OPS	\$\$\$\$\$	2024
Landfill clay procurement	OPS	\$\$\$\$\$	2024
Maintain City network to adapt to evolving technologies - IT strategic plan 2024 (2023-2027)	IT	\$\$\$\$	2024
Maintain GIS Asset Management plan 2024	ENG	\$\$\$	2024
Replace Main firewalls	IT	\$	2024
Complete deployments of Govern and New World	IT	\$\$\$	2025
Extend Metropolitan Area Network (MAN) 2025 - Phase 8	IT	\$\$\$\$	2025
Landfill Cell 6 and portion of Cells 4 & 5 closure	ENG / OPS	\$\$\$\$\$	2025



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Strategic Goal: Infrastructure

Landfill Scalehouse Building remodel / replacement	OPS	\$\$\$\$	2025
Maintain City network to adapt to evolving technologies - IT strategic plan 2025 (2023-2027)	IT	\$\$\$\$	2025
Maintain GIS Asset Management plan 2025	ENG	\$\$\$	2025
Pave tire drop-off and Ameresco roadway at landfill	OPS	\$\$	2025
Enable enhanced fieldwork	IT	\$\$	2026
Maintain City network to adapt to evolving technologies - IT strategic plan 2026 (2023-2027)	IT	\$\$\$\$	2026
Maintain GIS Asset Management Plan 2026	ENG	\$\$	2026
Purchase new plotter/scanner	ENG	\$	2026
Replace Network Core Switch	IT	\$\$	2026
Replace three waste collection vehicles	OPS	\$\$\$\$\$\$	2026
Update the Sanitary Landfill business plan	OPS	\$\$	2026
IT strategic plan 2027 (2023-2027)	IT	\$\$\$\$	2027
Landfill Cell 8 construction	ENG / OPS	\$\$\$\$\$\$	2027
Maintain GIS Asset Management plan 2027	ENG	\$\$	2027
Replace materials sorter at the Hedberg Public Library	HPL	\$\$\$	2027
Replace three waste collection vehicles	OPS	\$\$\$\$\$\$	2027

OBJECTIVE #5: Sustain robust water, wastewater, and stormwater systems.

Task Description	Lead	Cost	Year
Develop and maintain stormsewer cleaning program for catch basins and mains	OPS	\$\$	Annual
Evaluate and complete, if necessary, various projects for Stormwater TMDL compliance	ENG	\$\$\$	Annual
Execute water meter replacement program	WATER	\$\$\$\$	Annual
Sanitary Sewer Collection System I/I Investigation	WWATER	\$\$	Annual
Beloit Avenue Force main replacement	ENG	\$\$\$	2023
Execute fire hydrant replacement program 2023	WATER	\$\$\$	2023
Execute lead water service lateral replacement program 2023	ENG	\$\$\$\$\$\$	2023
Explore potential project for TMDL compliance for Kiwanis Pond diversion	ENG	INHS	2023
Inflow/infiltration reduction program 2023	ENG	\$\$\$\$	2023
Sanitary sewer cleaning and televising 2023	ENG	\$	2023
Sanitary sewer lining & point repairs 2023	ENG	\$\$\$	2023
Sanitary sewer structure maintenance 2023	ENG	\$\$\$\$\$\$	2023
Storm sewer cleaning & televising 2023	ENG	\$\$\$	2023
Storm sewer lining & point repairs 2023	ENG	\$\$\$\$	2023
Storm structure/inlet maintenance 2023	ENG	\$\$\$\$\$\$	2023



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Strategic Goal: Infrastructure

Wastewater Treatment Plant - Replace dual fuel boiler with high-efficiency boiler	WWATER	\$\$\$	2023
Water main improvements/replacements 2023	ENG	\$\$\$\$\$\$	2023
Water Master Plan Update	WATER	\$	2023
Water structure & valve replacement 2023	ENG	\$\$\$\$	2023
Work with consultant to identify and design route for North Zone River crossing	WATER	\$\$\$	2023
Center Avenue water main replacement	ENG / WATER	\$\$\$\$\$\$	2024
Execute fire hydrant replacement program 2024	WATER	\$\$\$	2024
Execute lead water service lateral replacement program 2024	ENG	\$\$\$\$\$\$	2024
Inflow/infiltration reduction program 2024	ENG	\$\$\$\$	2024
Sanitary sewer cleaning and televising 2024	ENG	\$	2024
Sanitary sewer lining & point repairs 2024	ENG	\$\$\$\$	2024
Sanitary sewer structure maintenance 2024	ENG	\$\$\$\$\$\$	2024
Secure a potential water tower site	WATER	\$	2024
Storm sewer cleaning & televising 2024	ENG	\$\$\$	2024
Storm sewer lining & point repairs 2024	ENG	\$\$\$\$	2024
Storm structure/inlet maintenance 2024	ENG	\$\$\$\$\$\$	2024
Wastewater Treatment Plant - Replace Final Clarifier #1 mechanism	WWATER	\$\$\$\$\$\$	2024
Water main improvements/replacements 2024	ENG	\$\$\$\$\$\$	2024
Water structure & valve replacement 2024	ENG	\$\$\$\$	2024
Execute fire hydrant replacement program 2025	WATER	\$\$\$	2025
Inflow/infiltration reduction program 2025	ENG	\$\$\$\$	2025
Replace West Court Street Water Main	DPW	\$\$\$\$\$\$	2025
Sanitary sewer cleaning and televising 2025	ENG	\$	2025
Sanitary sewer lining & point repairs 2025	ENG	\$\$\$\$	2025
Sanitary sewer structure maintenance 2025	ENG	\$\$\$\$\$\$	2025
Storm sewer cleaning & televising 2025	ENG	\$\$\$	2025
Storm sewer lining & point repairs 2025	ENG	\$\$\$\$	2025
Storm structure/inlet maintenance 2025	ENG	\$\$\$\$\$\$	2025
Update primary scum screen and concentrator	WWATER	\$\$\$\$	2025
Water main improvements/replacements 2025	ENG	\$\$\$\$\$\$	2025
Water structure & valve replacement 2025	ENG	\$\$\$\$	2025
Construct Walnut Grove Pond and Outfall	ENG	\$\$\$	2026
Execute fire hydrant replacement program 2026	WATER	\$\$\$	2026
Inflow/infiltration reduction program 2026	ENG	\$\$\$\$	2026
Sanitary sewer cleaning and televising 2026	ENG	\$	2026



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Strategic Goal: Infrastructure

Sanitary sewer lining & point repairs 2026	ENG	\$\$\$\$\$	2026
Sanitary sewer structure maintenance 2026	ENG	\$\$\$\$\$	2026
Storm sewer cleaning & televising 2026	ENG	\$\$\$	2026
Storm sewer lining & point repairs 2026	ENG	\$\$\$\$	2026
Storm structure/inlet maintenance 2026	ENG	\$\$\$\$\$	2026
Water main improvements/replacements 2026	ENG	\$\$\$\$\$	2026
Water structure & valve replacement 2026	ENG	\$\$\$\$	2026
Execute fire hydrant replacement program 2027	WATER	\$\$\$	2027
Inflow/infiltration reduction program 2027	ENG	\$\$\$\$	2027
Sanitary sewer cleaning and televising 2027	ENG	\$	2027
Sanitary sewer lining & point repairs 2027	ENG	\$\$\$\$\$	2027
Sanitary sewer structure maintenance 2027	ENG	\$\$\$\$\$	2027
Storm sewer cleaning & televising 2027	ENG	\$\$\$	2027
Storm sewer lining & point repairs 2027	ENG	\$\$\$\$	2027
Storm structure/inlet maintenance 2027	ENG	\$\$\$\$\$	2027
Water main improvements/replacements 2027	WATER	\$\$\$\$\$	2027
Water structure & valve replacement 2027	WATER	\$\$\$\$	2027

OBJECTIVE #6: Improve long-range planning, code enforcement, and on-going maintenance.

Task Description	Lead	Cost	Year
Assist Rock County in the update of Janesville Area 208 Water Quality Management Plan	PLAN	\$	2023
Update Comprehensive Plan as necessary	PLAN	INHS	2023
Update Parks and Open Space Plan	PARKS / PLAN	INHS	2023
Rewrite/update zoning, subdivision, and building ordinances for consistency with Comprehensive Plan	BLDG / PLAN	\$\$\$	2024
Study migration path for New World Logos	FIN / IT	INHS	2025

OBJECTIVE #7: Actively manage City facilities.

Task Description	Lead	Cost	Year
Complete ADA Facility Barrier Audits	BLDG	\$	2023
Complete facility safety inspections per three-year "Facility Inspection Frequency" schedule (2023 = Riverside Golf Course; Blackhawk Golf Course; Transit Transfer Center; Senior Center; Lion's Beach; Traxler Park; Rockport Park; Palmer Park; Composite Clean Fill; Sanitary Landfill; Water Utility; Pumping Station #12; Well #6)	ALL DEPTS / HR	\$	2023



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Strategic Goal: Infrastructure

Construct CSC Renovations Phase I-a (vehicle storage expansion & Parks storage replacement)	ENG / OPS	\$\$\$\$\$\$	2023
Construction of a Materials Storage Building on the Water Utility Office Site	DPW / WATER	\$\$\$\$	2023
Defense and Arrest Tactics(DAAT) Training Facility - Construction & Funding Phase 2	ENG / JPD	\$\$\$\$	2023
Evaluate Fire Station #3 for renovation/rebuild	JFD	INHS	2023
Fire Department Building Improvements 2023	DPW / JFD	\$\$\$	2023
Replace ceiling tiles and lighting in the Hedberg Public Library Youth Services area	ENG / HPL	\$\$\$\$	2023
Upgrade HVAC in a number of Treatment Plant buildings	WWATER	\$\$\$\$\$	2023
Wastewater Treatment Plant Roof Replacement	ENG / WWATER	\$\$\$\$	2023
Water Pumping Station #2 Roof Replacement Design	WATER	\$	2023
Complete facility safety inspections per three-year "Facility Inspection Frequency" schedule (2024 = Police Services; Firing Range; Tallman House; Fire Stations #2, #3, #4, #5; Fire Training Center; Youth Sports Complex; Dawson Field; Pumping Station #10; Well #8)	ALL DEPTS / HR	\$	2024
Construct CSC Renovations Phase I-b (vehicle storage expansion & Parks storage replacement)	ENG / OPS	\$\$\$\$\$\$	2024
Construction of a Materials Storage Building on the Water Utility Office Site	WATER	\$\$\$\$	2024
Design CSC Renovations Phase II (vehicle maintenance shop)	ENG / OPS	\$\$\$\$	2024
Develop plan to install surveillance cameras in City facilities	OPS	\$\$	2024
Fire Department Building Improvements 2024	DPW / JFD	\$\$\$	2024
Install Cameras at Central Fire Station	JFD	\$	2024
Repair the Fire Training Center parking lot (Crack fill and Seal coat)	JFD	\$	2024
Replace roof at Fire Station #5	JFD	\$	2024
Replace Roof at Pump Station #2	ENG / WATER	\$	2024
Wastewater Treatment Plant Roof Replacement	ENG / WWATER	\$\$\$\$	2024
Complete facility safety inspections per three-year "Facility Inspection Frequency" schedule (2025 = Rotary Botanical Gardens; Innovation Center; City Hall; Hedberg Public Library; Fire Station #1; Transit Services Center; Ice Arena; City Services Center; Oak Hill Cemetery; City Storage Garage; Wastewater Treatment Plant; Pumping Station #14; Well #9)	ALL DEPTS / HR	\$	2025
Complete planned, unassigned smaller building projects and emergency building repairs 2025	ENG	\$\$\$	2025
Construct CSC Renovations Phase II-a (vehicle maintenance shop, central stores, vehicle wash bay)	ENG / OPS	\$\$\$\$\$\$	2025
Develop a Facilities Management Plan	ENG / OPS	\$\$	2025
Extend security and camera systems to Fire Stations #2 - #5	ENG / JFD	\$	2025



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Strategic Goal: Infrastructure

Fire Department Building Improvements 2025	DPW / JFD	\$\$\$	2025
Install cameras at City Services Center	OPS	\$	2025
Install Cameras in City Hall	OPS	\$	2025
Replace Chiller Unit at Hedberg Public Library	HPL	\$\$\$	2025
Wastewater Treatment Plant Roof Replacement	ENG / WWATER	\$\$\$\$	2025
City Hall First Floor Renovation / Relocation of IT	ENG / IT	\$\$\$\$\$	2026
Complete facility safety inspections per three-year "Facility Inspection Frequency" schedule (2026 = Riverside Golf Course; Blackhawk Golf Course; Transit Transfer Center; Senior Center; Lion's Beach; Traxler Park; Rockport Park; Palmer Park; Composite Clean Fill; Sanitary Landfill; Water Utility; Pumping Station #12; Well #6)	ALL DEPTS / HR	\$	2026
Construct CSC Renovations Phase II-b (vehicle maintenance shop, central stores, vehicle wash bay)	ENG / OPS	\$\$\$\$\$\$	2026
Design CSC Renovations Phase III (administrative office, break/training room)	ENG / OPS	\$\$\$\$	2026
Explore solar array project	OPS	\$\$\$\$\$\$	2026
Fire Department Building Improvements 2026	DPW / JFD	\$\$\$	2026
Senior Center Exterior Maintenance & Preservation	DPW / REC	\$\$\$\$\$	2026
Study feasibility and cost, and develop a 2050 carbon neutrality implementation plan	OPS	\$\$	2026
Upgrade Emergency Operations Center (EOC) at City Hall	DPW / IT	\$\$\$\$	2026
Complete facility safety inspections per three-year "Facility Inspection Frequency" schedule (2024 = Police Services; Firing Range; Tallman House; Fire Stations #2, #3, #4, #5; Fire Training Center; Youth Sports Complex; Dawson Field; Pumping Station #10; Well #8)	ALL DEPTS / HR	\$	2027
Complete garage addition at Police Services Building	JPD	\$\$\$\$\$\$	2027
Complete planned, unassigned smaller building projects and emergency building repairs 2027	ENG	\$\$\$	2027
Construct a new clubhouse at Riverside Golf Course	PARKS	\$\$\$\$\$	2027
Construct addition to current Police Services Building	JPD	\$\$\$\$\$\$	2027
Construct CSC Renovations Phase III (administrative office, break/training room)	ENG / OPS	\$\$\$\$\$\$	2027
Construct, equip, and staff Fire Station #6	JFD	\$\$\$\$\$\$	2027
Procure property for Fire Station #6	JFD	\$\$\$	2027
Rehabilitation of Blackhawk Golf course clubhouse	ENG / PARKS	\$\$\$\$	2027
Renovate the Lions Beach bath house	PARKS	\$\$\$	2027
Renovate the third floor of the Senior Center	REC	\$\$\$\$\$\$	2027

PARTNERSHIPS

To embrace and enhance collaboration with local, regional, national, and global stakeholders to realize shared success.



OBJECTIVES

1. Expand opportunities for public-private partnerships with businesses, community groups, service groups, and individuals.
2. Expand opportunities for consolidates and shared services with local government partners to leverage economies of scale.



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2023 - 2027 STRATEGIC PLAN

Strategic Goal: Partnerships

OBJECTIVE #1: Expand opportunities for public-private partnerships with businesses, community groups, service groups, and individuals.

Task Description	Lead	Cost	Year
Continue to support "Friends" groups river and shoreline cleanup activities	PARKS	INHS	Annual
Cultivate effective partnerships with external groups, such as businesses, schools, service groups and libraries	HPL	INHS	Annual
Increase volunteer base	JATV	INHS	Annual
Leverage volunteers in the workforce, where applicable	ALL DEPTS	INHS	Annual
Promote, celebrate, and recognize partnerships through website, media releases and/or annual event	CMO	\$	Annual
Record more non-profit entities	JATV	INHS	Annual
Utilize internship and practicum programs in addition to volunteer resources when possible	HPL	INHS	Annual
Work with homeless service providers and consortiums to identify gaps in services for homeless community members and implement strategies for addressing homelessness	CMO / JPD / NCS	INHS	Annual
Implement partnership with ICMA Veteran's Local Government Management Fellowship to increase intern opportunities	CMO	INHS	2023
Replace three gateway signs in partnership with the JACVB	DPW / PARKS	\$	2024

OBJECTIVE #2: Expand opportunities for consolidated and shared services with local government partners to leverage economies of scale.

Task Description	Lead	Cost	Year
Explore opportunities for joint purchases of commodities (e.g. salt, sand, etc.) with other local governments	DPW / FIN	\$	Annual
Research shared staffing resources with vacant or needed positions	ALL DEPTS	\$	Annual
Research shared use of equipment prior to large purchases	ALL DEPTS	\$	Annual
Review concept of joining City fiber to County-wide Community Area Network (CAN)	IT	\$	Annual
Determine feasibility of shared IT services with other local governments	IT	\$	2026

PERFORMANCE CULTURE

To cultivate an organizational environment that empowers an engaged, innovative, and diverse municipal employee base.



OBJECTIVES

1. Attract and retain high-performing employees by providing equitable compensation and opportunities for advancement.
2. Establish an organization performance measurement system that rewards employees for initiative and innovation.
3. Promote workforce wellness by developing programs that incentivize safe and healthy behaviors.
4. Maintain an efficient and effective workplace by creating sound policies, procedures, and practices.



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2023 - 2027 STRATEGIC PLAN

Strategic Goal: Performance Culture

OBJECTIVE #1: Attract and retain high-performing employees by providing equitable compensation and opportunities for advancement.

Task Description	Lead	Cost	Year
Continue to seek new ways to attract, retain, and mentor a talented and engaged workforce	HR	INHS	Annual
Provide opportunities for advancement	ALL DEPTS	INHS	Annual
Conduct training for employees to improve interview skills (internal promotions)	HR	INHS	Biennial
Create a recruitment video for general government and public safety recruitment efforts.	HR / JATV / JFD / JPD	\$	2023
Explore the feasibility of creating individual employee total compensation reports	HR	INHS	2023
Implement compensation study recommendations	HR	TBD	2023
Issue an RFP for Health Care Advisors	HR	INHS	2023
Conduct an employee engagement survey	HR	\$	2024
Conduct salary and benefit study for all non-union positions.	HR	\$\$	2027

OBJECTIVE #2: Establish an organization performance measurement system that rewards employees for initiative and innovation.

Task Description	Lead	Cost	Year
Encourage employees to attend and speak at their state and regional conferences	CMO	INHS	Annual
Encourage employees to serve in leadership roles in their professional organizations	CMO	INHS	Annual
Encourage employees to speak to community groups	CMO	INHS	Annual
Maintain a system to recognize good job performance	HR	INHS	Annual
Maintain pay for performance for administrative employees	HR	INHS	Annual

OBJECTIVE #3: Promote workforce wellness by developing programs that incentivize safe and healthy behaviors.

Task Description	Lead	Cost	Year
Conduct Health Awareness Assessments	HR	\$	Annual
Explore and implement ways to reduce worker's compensation claims	ALL DEPTS	INHS	Annual
Implement approved employee health care management programs	HR	\$\$	Annual
Implement wellness initiatives as recommended & approved	HR	\$	Annual
Obtain feedback in health plan changes from Health Advisory Committee	HR	INHS	Annual
Conduct health plan design survey with peer cities	HR	\$	Biennial
Health/Pharmacy Plan Review/Service Agreement RFP	HR	\$	2024
Build showers at appropriate City facilities	DPW	\$	2027
Explore feasibility of and potentially create a wellness clinic	HR	\$\$\$\$\$	2027



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2023 - 2027 STRATEGIC PLAN

Strategic Goal: Performance Culture

OBJECTIVE #4: Maintain an efficient and effective workplace by creating sound policies, procedures, and practices.

Task Description	Lead	Cost	Year
Complete Council Policy Reviews per approved schedule (2023 = CP 98, 91, 82, 77, 99, 70)	ALL DEPTS	INHS	2023
Develop succession plan for positions eligible for retirement within the next three years.	ALL DEPTS / HR	INHS	2023
Explore upgraded City-wide time clock and time tracking technology	FIN	\$\$	2023
Complete APWA re-accreditation for the Department of Public Works	DPW	INHS	2024
Complete Council Policy Reviews per approved schedule (2024 = TBD)	ALL DEPTS	INHS	2024
Complete review of Personnel Policy Manual	HR	\$	2024
Complete Safety Policy Reviews per approved schedule (2024 = AP5, AP5.3, S1)	HR	INHS	2024
Complete Council Policy Reviews per approved schedule (2025 = TBD)	ALL DEPTS	INHS	2025
Complete Safety Policy Reviews per approved schedule (2025 = S2, S3, S4)	HR	INHS	2025
Complete Safety Policy Reviews per approved schedule (2026 = S5, S5.1, S5.2)	HR	INHS	2026

SAFE & HEALTHY COMMUNITY

To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.



OBJECTIVES

1. Provide innovative public safety measures based upon best practices.
2. Offer broad cultural and recreational opportunities that encourage a healthy lifestyle.
3. Promote long-term strategies that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.
4. Improve emergency management preparedness to mitigate risk.
5. Promote affordable housing.
6. Clearly define the City and community's safety standards.



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Strategic Goal: Safe & Healthy Community

OBJECTIVE #1: Provide innovative public safety measures based upon best practices.

Task Description	Lead	Cost	Year
Aid in the development of County-wide FD Operational Procedures	JFD	\$	Annual
Conduct annual review training and re-establish annual review requirements, including development of Personal Development Plans for all personnel	JFD	\$	Annual
Continue Fire Department policy and procedure review and revisions	JFD	INHS	Annual
Develop and expand Fire Department training competencies	JFD	INHS	Annual
Evaluate & implement master Fire Department training plan	JFD	INHS	Annual
Implement Department Succession Training Program	JFD	\$	Annual
Implement NFA training for Fire Department Officers	JFD	\$	Annual
Attain re-accreditation for the Police Department	JPD	\$	2023
- Assign employees when available (light duty) to obtain proofs for accreditation standards	JPD	INHS	Annual
- Build standard files for accreditation	JPD	INHS	Annual
- Conduct mock assessment and onsite assessment	JPD	INHS	2023
Fire Department Vehicle Replacement Schedule 2023	JFD	\$\$\$\$	2023
Firefighter gear ensemble replacement 2023	JFD	\$	2023
Initiate Fire Department accreditation	JFD	\$	2023
JPD vehicle replacement 2023	JPD	\$\$\$\$	2023
Replace tasers for all police officers	JPD	\$\$	2023
Add one civilian position to process open records requests of body camera video redaction	JPD	\$\$	2024
Fire Department Vehicle Replacement Schedule 2024	JFD	\$\$\$\$\$	2024
Firefighter gear ensemble replacement 2024	JFD	\$	2024
JPD vehicle replacement 2024	JPD	\$\$\$\$	2024
Purchase body camera equipment and storage 2024	JPD	\$\$\$\$	2024
Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)	JFD	\$\$	2025
Fire Department Vehicle Replacement Schedule 2025	JFD	\$\$\$\$\$\$	2025
Firefighter gear ensemble replacement 2025	JFD	\$	2025
JPD vehicle replacement 2025	JPD	\$\$\$\$	2025
Purchase body camera equipment and storage 2025	JPD	\$\$\$	2025
Replace Extrication Tools	JFD	\$\$\$	2025
Add an Engine Company to Station #1	JFD	\$\$\$\$\$	2026
Add one Administrative Battalion Chief responsible for Fire Department training program	JFD	\$\$	2026
Add one Part-Time Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	JFD	\$\$	2026



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Dive Rescue gear	JFD	\$	2026
Fire Department Vehicle Replacement Schedule 2026	JFD	\$\$\$\$\$	2026
Firefighter gear ensemble replacement 2026	JFD	\$	2026
JPD vehicle replacement 2026	JPD	\$\$\$\$	2026
Design community and downtown surveillance cameras	IT	\$	2027
Firefighter gear ensemble replacement 2027	JFD	\$	2027
Install community and Downtown surveillance cameras	IT / PARKS	\$\$\$\$\$	2027
Install infrastructure for community and downtown surveillance cameras	IT	\$\$\$\$	2027
JPD vehicle replacement 2027	JPD	\$\$\$\$	2027
Renovation/Rebuild Fire Station #3 (Based on evaluation)	ENG	\$\$\$\$\$\$	2027
Replace Extrication Equipment	JFD	\$\$\$	2027

OBJECTIVE #2: Offer broad cultural and recreational opportunities that encourage a healthy lifestyle.

Task Description	Lead	Cost	Year
Prepare for national Parks and Rec accreditation (CAPRA)	PARKS / REC	INHS	Annual
Provide timely and responsive programs and services by creating annual programming goals with an emphasis on Building Community theme	HPL	INHS	Annual
Undertake the construction of the Woodman's Sports & Conference Center	ENG / REC	\$\$\$\$\$\$	2023

OBJECTIVE #3: Promote long-term strategies that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.

Task Description	Lead	Cost	Year
Create a Sustainability Plan in preparation of the ending of Drug Free Communities grant in 2022	JM4C	INHS	Annual
Increase youth outreach and engagement through social media and community outreach	JM4C	INHS	Annual
Project and define the next neighborhoods to partner with to reduce crime	JPD	\$	Annual
- Analyze data and identify micro hot spots, hot people, hot groups	JPD	INHS	Annual
- Continue community outreach to build relationships with neighborhoods	JPD	INHS	Annual
- Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst	JPD	\$\$	2024
Reduce domestic violence incidents by 5% over a 5 year period	JPD	\$	Annual
- Community outreach for support in shared goal	JPD	INHS	Annual
- Remove guns from domestic violence violators	JPD	INHS	Annual
- Track and address high risk criminal offenders	JPD	INHS	Annual
Reduce heroin overdoses by 5% over a 5 year period	JPD	\$	Annual



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- Community outreach, publicity	JPD	INHS	Annual
- Expand Rx Alert Program regionally	JPD	INHS	Annual
- Partner with Janesville Schools to begin heroin programming	JPD	INHS	Annual
Work with law enforcement on Place of Last Drink, Alcohol Age Compliance Checks, Drug Take Back & Drop boxes	JM4C / JPD	INHS	Annual
Work with Sexual Violence Prevention Team to implement strategies to prevent sexual violence	JM4C	\$\$	Annual
Develop a social media and/or other campaign around affordable housing education to counter NIMBYism	HS	INHS	2023

OBJECTIVE #4: Improve emergency management preparedness to mitigate risk.

Task Description	Lead	Cost	Year
Complete National Incident Management System (NIMS) recertification of the City workforce	ALL DEPTS	INHS	Annual
Continue coordination/participation with Rock County Emergency Management	JFD / JPD	INHS	Annual
Conduct a live emergency preparedness exercise for entire City every five years	JFD / JPD	\$	2025
Purchase a command post vehicle to allow the City to establish a proper incident command post near the scene of the event	JFD / JPD	\$\$\$\$	2027

OBJECTIVE #5: Promote affordable housing.

Task Description	Lead	Cost	Year
Address goals & strategies to improve fair housing opportunities	HS	INHS	Annual
Encourage and facilitate development of multi-family rental units	ED / HS / PLAN	\$\$\$\$\$\$	Annual
Implement 2020-2024 Consolidated Plan for housing & community development programs	HS	\$\$\$\$\$	Annual
Maintain and increase efforts to proactively address housing violations	HS	INHS	Annual
Maintain and increase efforts to provide quality, affordable housing	HS	INHS	Annual
Maintain and increase efforts to support homeownership opportunities	HS	INHS	Annual
Maintain programs that assist in the elimination of lead based paint	HS	INHS	Annual
Develop a partnership with ACTS housing to further the mission of affordable housing	HS	INHS	2023
Maintain programs that assist in the elimination of blighted properties 2023	HS	\$\$	2023
Develop 2025-2029 Agency Plan for the Rent Assistance Program	HS	INHS	2024
Develop 2025-2029 Consolidated Plan for Housing & Community Development Programs	HS	INHS	2024
Maintain programs that assist in the elimination of blighted properties 2024	HS	\$\$	2024
Update Analysis of Impediments to Fair Housing	HS	\$	2024
Maintain programs that assist in the elimination of blighted properties 2025	HS	\$\$	2025



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Maintain programs that assist in the elimination of blighted properties 2026	HS	\$\$	2026
Maintain programs that assist in the elimination of blighted properties 2027	HS	\$\$	2027

OBJECTIVE #6: Clearly define the City and community's safety standards.

Task Description	Lead	Cost	Year
Implement organizational changes based on organizational climate survey	JPD	INHS	2023