



CITY OF JANESVILLE

Wisconsin's Park Place:

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

2024 - 2028 STRATEGIC PLAN





CITY OF JANESVILLE

Wisconsin's Park Place

2024-2028 STRATEGIC PLAN

Table of Contents

| | |
|---|----|
| Overview | 1 |
| Legend..... | 2 |
| Strategic Goals | |
| Diversity, Equity, Inclusion & Belonging..... | 3 |
| Downtown..... | 7 |
| Economy | 9 |
| Financial Sustainability | 12 |
| Image & Engagement..... | 15 |
| Infrastructure | 18 |
| Partnerships | 29 |
| Performance Culture | 31 |
| Safe & Healthy Community | 36 |

The City of Janesville 2024-2028 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.

2024 – 2028 STRATEGIC PLAN OVERVIEW

STRATEGIC GOALS

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.

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.

ROCK RIVER CORRIDOR

To promote, enhance, and respect the unifying feature of our community.

SAFE & HEALTHY COMMUNITY

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



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

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 | DEIB 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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

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 | Start 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 |
| Share DEIB committee information with employees | CMO/DEIB CMTE | INHS | Annual |
| Prepare Administrative Policy Statement for DEIB Committee | DEIB CMTE | INHS | 2024 |
| 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 | Start Year |
|---|--------------|------|------------|
| Review health plan benefits for inclusivity | DEIB CMTE/HR | INHS | Annual |
| Track and share workplace demographics - (Compare to Janesville and Janesville School District) | HR | INHS | Annual |
| Implement a Peer Mentor program for new hires | ALL DEPTS/HR | INHS | 2024 |
| Implement DEIB-related questions into staff exit interview | DEIB CMTE/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 |
| Incorporate diverse member participation as part of the recruitment process for select COJ recruitments | 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 | Start Year |
|--|--------------|------|------------|
| Highlight City Council recognitions to all staff (w/information about why the event is being recognized and resources to learn more) | CMO/HPL | INHS | Annual |
| 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 |
| Provide unconscious bias training | DEIB CMTE/HR | \$ | 2024 |
| Provide Unconscious Bias training as part of all-employee 3-year training cycle | 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 | Start 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 | Annual |
| 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 | Start Year |
|---|---------------------|------|------------|
| 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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Downtown

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

| Task Description | Lead | Cost | Start 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 |
| 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 | Start 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 | Start 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 | Start 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 |

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. Target recruitment efforts to attract new businesses.
5. Market and expand upon the region's logistical and transportation advantages.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Economy

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

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

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

| Task Description | Lead | Cost | Start 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 | Start 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 (e.g. the Janesville mall, south side, and west side) | ED | INHS | Annual |
| Work with stakeholders supporting development strategies in targeted corridors and areas | ED | INHS | Annual |

OBJECTIVE #4: Target recruitment efforts to attract new businesses.

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

OBJECTIVE #5: Market and expand upon the region's logistical and transportation advantages.

| Task Description | Lead | Cost | Start 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 |

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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Financial Sustainability

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

| Task Description | Lead | Cost | Start Year |
|--|------|------|------------|
| Analyze the cost of City programs and services compared to peer cities | FIN | INHS | Annual |
| 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 | Start 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 |
| 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 | Start 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 | 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 five-year Strategic Plan | MIG | INHS | Annual |
| 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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Image & Engagement

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

| Task Description | Lead | Cost | Start 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 |
| 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 | Start 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 | Start 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 |
| Playback system replacement | JATV | \$ | 2025 |
| Purchase camera upgrades and replacements | JATV | \$ | 2025 |

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

| Task Description | Lead | Cost | Start 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 |

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

| Task Description | Lead | Cost | Start 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 |

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

| Task Description | Lead | Cost | Start 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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Infrastructure

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

| Task Description | Lead | Cost | Start Year |
|---|-----------|------------|------------|
| Design and acquire properties for riverwalk connection to Traxler from Centerway | ENG | \$\$\$ | 2024 |
| Design riverwalk lighting update from Milwaukee to Center | ENG | \$ | 2024 |
| Design River Street / Wall Street reconstruction from W. Milwaukee to Franklin Street | ENG | \$\$ | 2025 |
| Update riverwalk lighting from Milwaukee to Center | 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 Rehabilitation of USH 51/N. Parker Drive (Centerway to Black Bridge) | ALL DEPTS | \$\$\$ | 2026 |
| Design west side riverwalk from Racine to Rockport | ENG | \$ | 2026 |
| Reconstruct River Street / Wall Street from W. Milwaukee to Franklin Street | ENG | \$\$\$\$ | 2026 |
| 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 |
| Install Franklin Street streetscape improvements (Mineral Point Avenue to Dodge Street) | ENG | \$\$\$\$\$ | 2027 |
| Reconstruct Jackson Street with concrete pavement from W. Milwaukee Street to Centerway | ENG | \$\$\$\$ | 2027 |
| Construct riverwalk connection to Traxler from Centerway | ENG | \$\$\$\$ | 2028 |

OBJECTIVE #2: Improve existing transportation system.

| Task Description | Lead | Cost | Start Year |
|--|-------|--------|------------|
| Complete annual Parks Division paving projects | PARKS | \$\$\$ | Annual |

| | | | |
|---|-----------|------------|--------|
| Complete implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks | ENG | \$\$ | Annual |
| Conduct major concrete joint/panel repairs | ENG | \$\$\$ | Annual |
| Consider pedestrian crossing improvements for City trails when impacted by street rehabilitation program | ENG | \$ | Annual |
| Crack sealing | ENG/OPS | \$\$\$ | Annual |
| Curb and Gutter Replacement Program | ENG | \$\$\$\$\$ | Annual |
| Develop and maintain a transit system that provides access to jobs, job training, education, medical care, and human services | 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 |
| Sidewalk Program | ENG | \$\$\$\$ | Annual |
| Street Rehabilitation Program - 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 | \$\$\$\$\$ | Annual |
| Center Avenue DOT Reconditioning (Nicolet to McKinley) | ENG | \$\$\$\$\$ | 2024 |
| Design and construct signal replacements at Beloit Avenue and State Street | ENG | \$\$\$\$ | 2024 |
| Design E. Memorial Drive and Ramps (Rock River Bridge to Harding Street) | ALL DEPTS | \$\$\$ | 2024 |
| Design Mt. Zion MSID (Milton to Pontiac) | ENG | \$\$\$ | 2024 |
| Design Ruger reconstruction (STP) Randall to Lexington | ENG | \$\$\$ | 2024 |
| Implement traffic signal safety improvements at Five Points and McKinley & Center as part of 2024 DOT project on Center Ave | ENG | \$\$\$ | 2024 |
| Complete safety conversion and signal replacements for Court Street from Five Points to Waveland (HSIP) | ENG | \$\$\$\$ | 2025 |
| Design Ruger reconditioning (24/25 LRIP) from Lexington to I-39/90 | ENG | \$\$\$ | 2025 |
| Five Points Intersection and Utility Improvements (HSIP) | ENG | \$\$\$\$\$ | 2025 |
| Bridge Maintenance - Structure #B-53-018 - USH 51 (Centerway) over Rock River | DPW | \$\$\$ | 2026 |
| Construct Mt. Zion MSID (Milton to Pontiac) | ENG | \$\$\$\$\$ | 2026 |
| Construct Ruger reconstruction (STP) Randall to Lexington | ENG | \$ | 2026 |
| Design reconstruction of STH 26 - Centerway & Milton (N. Parker to Randolph) | ENG | \$\$\$\$\$ | 2026 |
| Rehab Ruger Ave. Randall to Lexington (DOT Project) | ENG | \$\$\$\$\$ | 2026 |
| Begin bus stop rehabilitation for ADA accessibility compliance | ENG/JTS | \$ | 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 |
| Reconstruct E. Memorial Drive and Ramps (Rock River Bridge to Harding Street) | ENG | \$\$\$\$\$ | 2027 |
| Bridge Maintenance - Structure #B-53-049 - W. Racine St. over Rock River | DPW | \$\$ | 2028 |
| Bridge Maintenance - Structure #B-53-098 - E. Memorial Dr. over USH 51 | DPW | \$\$\$ | 2028 |
| Bridge Maintenance - Structure #B-53-191 - Court St. over Rock River | DPW | \$\$ | 2028 |
| Bridge Maintenance - Structure #B-53-280 - Ruger Ave. over Spring Brk. | DPW | \$ | 2028 |
| Bridge Maintenance - Structure #B-53-374 - Sharon Rd. over Spring Brk. | DPW | \$ | 2028 |
| Design / construct a pedestrian connection from STH 26 to Glacial River Trail | DPW | \$\$\$\$\$ | 2028 |
| Electric Bus Pilot Program | JTS | \$\$\$\$ | 2028 |

OBJECTIVE #3: Actively manage City Parks.

| Task Description | Lead | Cost | Start Year |
|---|--------|------------|------------|
| Annual golf course improvements | PARKS | \$\$ | Annual |
| Annual playground replacement | PARKS | \$\$ | Annual |
| Construct six new pickleball courts at Riverside Park | PARKS | \$\$\$\$\$ | 2024 |
| Implement results of aquatics facilities evaluation - Palmer Park Phase 2 | REC | \$\$\$\$\$ | 2024 |
| Replace two pickup trucks in the Wastewater Utility | WWATER | \$\$ | 2024 |

| | | | |
|---|-----------|------------|------|
| Traxler Park Restroom and Pavillion Roof Replacement | PARKS | \$ | 2024 |
| 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 |
| Implement results of aquatics facilities evaluation - Rockport Park | ENG/REC | \$\$\$\$ | 2025 |
| Purchase additional Columbarium for Oak Hill Cemetery | PARKS | \$\$ | 2025 |
| Improve Youth Sports Complex lighting | 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 |
| Rebuild Peace Park playground | PARKS | \$\$\$\$ | 2026 |
| Upgrade electrical pole conduits at Dawson Softball Complex | REC | \$\$\$\$\$ | 2026 |
| Bunker Renovation at Riverside G.C. | PARKS | \$\$\$\$ | 2027 |
| Upgrade Riverside Baseball Field | PARKS | \$\$ | 2027 |
| Upgrade Riverside Park Boat Launch (new docks, enhance shoreline) | ENG/PARKS | \$\$ | 2027 |
| Construct Fisher Creek Trail off-street extension phase 3 - Fisher Creek to Rockport Park | ENG | \$\$\$\$ | 2028 |
| Design Fisher Creek Trail off-street extension phase 3 - Fisher Creek to Rockport Park | ENG | \$ | 2028 |
| Repurpose Monterey Park for better and more suitable usage | PARKS | \$\$ | 2028 |
| Rowing dock and storage at North Traxler Park | PARKS | \$\$ | 2028 |

OBJECTIVE #4: Actively manage City assets.

| Task Description | Lead | Cost | Start 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 |
| Maintain City network to adapt to evolving technologies - IT Strategic Plan | IT | \$\$\$\$ | Annual |
| Maintain GIS Asset Management Plan | ENG | \$\$\$ | Annual |
| Collect city-wide orthophoto imagery | ENG | \$ | 2024 |
| Complete Five-Year Landfill Organic Stability Report | OPS | \$ | 2024 |
| Design & Construct Landfill Cell 6 Second Phase Leachate Recirculation System | ENG/OPS | \$\$\$ | 2024 |
| Design Landfill Cell 6 Closure with Portion of Cells 4 & 5 Closure | ENG/OPS | \$\$ | 2024 |
| Election equipment/voting booth replacement | CTO | \$ | 2024 |
| Explore SCADA system for landfill gas well fields | 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 |
| Replace Main firewalls | IT | \$ | 2024 |
| Close a portion of the Clean-Fill Landfill (Demolition Landfill) | ENG/OPS | \$\$\$\$\$ | 2025 |
| Complete deployments of Govern | IT | \$\$\$ | 2025 |
| Design Landfill Cell 8 Liner Construction | ENG/OPS | INHS | 2025 |
| Extend Metropolitan Area Network (MAN) 2025 - Phase 8 | IT | \$\$\$\$ | 2025 |
| Landfill Cell 6 and portion of Cells 4 & 5 closure | ENG/OPS | \$\$\$\$\$ | 2025 |
| Landfill Cell 7 Leachate Recirculation System | ENG/OPS | \$\$\$\$ | 2025 |
| Landfill Cell 7 Temporary Gas Collection | ENG/OPS | \$ | 2025 |
| Landfill Facility Remodel / Replacement | OPS | \$\$\$\$ | 2025 |
| Pave tire drop-off and Ameresco roadway at landfill | OPS | \$\$ | 2025 |
| Replace one waste collection vehicle (4387) | OPS | \$\$\$\$ | 2025 |
| Design Landfill Cell 7 Closure w/ portion of 4&5 Closure | ENG/OPS | \$\$ | 2026 |
| Enable enhanced fieldwork | IT | \$\$ | 2026 |
| Landfill Cell 8 construction | ENG/OPS | \$\$\$\$\$ | 2026 |
| Landfill Clay Procurement | OPS | \$\$\$\$\$ | 2026 |
| Purchase new plotter/scanner | ENG | \$ | 2026 |
| Replace Network Core Switch | IT | \$\$ | 2026 |
| Replace one waste collection vehicle (4386) | OPS | \$\$\$\$ | 2026 |
| Landfill Cell 7 Closure w/ portion of 4&5 Closure Construction | ENG/OPS | \$\$\$\$\$ | 2027 |

| | | | |
|--|---------|--------------|------|
| Landfill Cell 8 Leachate Recirculation System | ENG/OPS | \$\$\$\$ | 2027 |
| Landfill Cell 8 Temporary Gas Collection System | ENG/OPS | \$ | 2027 |
| Replace Landfill Compactor | OPS | \$\$\$\$\$\$ | 2027 |
| Replace three waste collection vehicles (4380, 4381, 4382) | OPS | \$\$\$\$\$\$ | 2027 |
| Clay Procurement | OPS | \$\$\$\$\$\$ | 2028 |
| Design Landfill Cell 9 Construction | ENG/OPS | \$\$ | 2028 |
| Landfill Facility Remodel/Replacement | ENG/OPS | \$\$\$\$\$ | 2028 |
| Replace three waste collection vehicles (4383, 4384, 4385) | OPS | \$\$\$\$\$\$ | 2028 |

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

| Task Description | Lead | Cost | Start 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 fire hydrant replacement program | WATER | \$\$\$\$ | Annual |
| Execute water meter replacement program | WATER | \$\$\$\$ | Annual |
| Sanitary sewer cleaning and televising | ENG | \$ | Annual |
| Sanitary Sewer Collection System I/I Investigation | WWATER | \$\$ | Annual |
| Sanitary Sewer Lining, Point Repairs, and Grouting | ENG | \$\$\$ | Annual |
| Sanitary sewer structure maintenance | ENG | \$\$\$\$\$\$ | Annual |
| Storm sewer cleaning & televising | ENG | \$\$\$ | Annual |
| Storm sewer lining & point repairs | ENG | \$\$\$\$ | Annual |
| Storm sewer replacement | ENG | \$\$ | Annual |
| Storm structure/inlet maintenance | ENG | \$\$\$\$\$\$ | Annual |
| Water main improvements/replacements | ENG | \$\$\$\$\$\$ | Annual |
| Water structure & valve replacement | ENG | \$\$\$ | Annual |
| Center Avenue water main replacement | ENG/WATER | \$\$\$\$\$\$ | 2024 |
| Innovation Park - Phase 1 - Extend Sanitary Sewer | ED/ENG | INHS | 2024 |
| Execute lead water service lateral replacement program 2024 | ENG | \$\$\$\$\$\$ | 2024 |
| Secure a potential water tower site | WATER | \$ | 2024 |
| Wastewater Treatment Plant - DAFT system improvements - Design | WWATER | \$\$\$\$\$\$ | 2024 |
| Digester Recirculation Pump Replacement | WWATER | \$\$\$\$ | 2025 |
| Execute lead water service replacement program 2025 | ENG | \$\$\$\$ | 2025 |
| Replace West Court Street Water Main (Crosby to Five Points) | DPW | \$\$\$\$\$\$ | 2025 |
| Wastewater Treatment Plant - DAFT system improvements - Construction | WWATER | \$\$\$\$ | 2025 |
| Update primary scum screen and concentrator | WWATER | \$\$\$\$ | 2025 |
| Construct Walnut Grove Pond and Outfall | ENG | \$\$\$ | 2026 |
| Wastewater Treatment Plant - Replace Final Clarifier #1 mechanism | WWATER | \$\$\$\$\$\$ | 2026 |
| Water Utility - Roof Replacement at Pump Station #14 - Construction | WATER | \$\$\$ | 2026 |

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

| Task Description | Lead | Cost | Start Year |
|---|-----------|--------|------------|
| 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 | Start Year |
|--|--------------|--------------|------------|
| Complete planned, unassigned smaller building projects and emergency building repairs | ENG | \$\$\$ | Annual |
| 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 |
| Conduct space needs study for the Oak Hill Cemetery Maintenance Building and Restrooms | ENG | \$\$ | 2024 |
| Construct CSC Renovations Phase I-b (vehicle storage expansion & Parks storage replacement) | ENG/OPS | \$\$\$\$\$\$ | 2024 |
| Construct CSC Renovations Phase II-a (vehicle maintenance shop, central stores, vehicle wash bay) | 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 - Phase 1 | ALL DEPTS/IT/OPS | \$\$ | 2024 |
| Fire Department Building Improvements 2024 | DPW/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 - Pretreatment Building - Design | WWATER | \$\$\$\$ | 2024 |
| Wastewater Treatment Plant Roof Replacement - Construction | 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 |
| Construct CSC Renovations Phase II-b (vehicle maintenance shop, central stores, vehicle wash bay) | ENG/OPS | \$\$\$\$\$ | 2025 |
| Develop a Facilities Management Plan | ENG/OPS | \$\$ | 2025 |
| Develop plan to install surveillance cameras in City facilities - Phase 2 | ALL DEPTS/IT/OPS | \$\$ | 2025 |
| Fire Department Building Improvements 2025 | DPW/JFD | \$\$\$ | 2025 |
| Replace Chiller Unit at Hedberg Public Library | HPL | \$\$\$ | 2025 |
| Wastewater Treatment Plant Roof Replacement - Pretreatment Building - Construction | ENG/WWATER | \$\$\$\$ | 2025 |
| Water Utility - Roof Replacement at Pumping Station #14 - Design | WATER | \$ | 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; Compost/Clean Fill; Sanitary Landfill; Water Utility; Pumping Station #12; Well #6) | ALL DEPTS/HR | \$ | 2026 |
| Construct CSC Renovations Phase II-c (vehicle maintenance shop, central stores, vehicle wash bay) | ENG/OPS | \$\$\$\$\$\$ | 2026 |
| Design CSC Renovations Phase III (administrative office, break/training room) | ENG/OPS | \$\$\$\$ | 2026 |
| Develop plan to install surveillance cameras in City facilities - Phase 3 | ALL DEPTS/IT/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 |
| Construct CSC Renovations Phase III (administrative office, break/training room) | ENG/OPS | \$\$\$\$\$\$ | 2027 |
| Complete garage addition at Police Services Building | JPD | \$\$\$\$\$\$ | 2028 |
| Construct a new clubhouse at Riverside Golf Course | PARKS | \$\$\$\$\$ | 2028 |
| Construct addition to current Police Services Building | JPD | \$\$\$\$\$\$ | 2028 |
| Procure property for Fire Station #6 | JFD | \$\$\$ | 2028 |
| Rehabilitation of Blackhawk Golf course clubhouse | ENG/PARKS | \$\$\$\$ | 2028 |
| Renovate the Lions Beach bath house | PARKS | \$\$\$ | 2028 |
| Renovate the third floor of the Senior Center | REC | \$\$\$\$\$\$ | 2028 |
| Explore solar array project | OPS | \$\$\$\$\$\$ | 2028 |

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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Partnerships

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

| Task Description | Lead | Cost | Start 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 | 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 | CMO/JPD/NCS | INHS | Annual |

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

| Task Description | Lead | Cost | Start 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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Performance Culture

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

| Task Description | Lead | Cost | Start 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 |
| Conduct an employee engagement survey | HR | \$ | 2024 |
| Conduct compensation 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 | Start 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 | Start 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 |

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

| Task Description | Lead | Cost | Start Year |
|---|-------------|-------------|-------------------|
| Complete APWA re-accreditation for the Department of Public Works | DPW | INHS | 2024 |
| Complete Council Policy Reviews per approved schedule (2024 = CP 32, 11, 46, 47, 64, 53, 55, 60, 30) | 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 = CP 75, 58, 67, 73, 71, 22, 66A, 87, 89) | ALL DEPTS | INHS | 2025 |
| Complete Safety Policy Reviews per approved schedule (2025 = S2, S3, S4) | HR | INHS | 2025 |
| Complete Council Policy Reviews per approved schedule (2026 = CP 68, 25, 86, 84, 93, 94, 49, 78, 95) | ALL DEPTS | INHS | 2026 |
| Complete Safety Policy Reviews per approved schedule (2026 = S5, S5.1, S5.2) | HR | INHS | 2026 |
| Complete Council Policy Reviews per approved schedule (2027 = CP 96, 88, 63, 100, 97, 61A, 61B, 65, 98) | ALL DEPTS | INHS | 2027 |

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.



CITY OF JANESVILLE

Wisconsin's Park Place

2024 - 2028 STRATEGIC PLAN

Safe & Healthy Community

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

| Task Description | Lead | Cost | Start Year |
|---|------|------------|------------|
| Aid in the development of County-wide FD Operational Procedures | JFD | \$ | Annual |
| Assign employees when available (light duty) to obtain proofs for accreditation standards | JPD | INHS | Annual |
| Build standard files for accreditation | JPD | INHS | 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 |
| Fire Department Vehicle Replacement Schedule | JFD | \$\$\$\$ | Annual |
| Firefighter gear ensemble replacement | JFD | \$ | Annual |
| Implement Department Succession Training Program | JFD | \$ | Annual |
| Implement NFA training for Fire Department Officers | JFD | \$ | Annual |
| JPD vehicle replacement | JPD | \$\$\$\$ | Annual |
| Purchase body camera equipment and storage | JPD | \$\$\$\$ | 2024 |
| Add one civilian position to process open records requests of body camera video redaction | JPD | \$\$ | 2025 |
| Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI) | JFD | \$\$ | 2025 |
| Recreation Master Plan | REC | \$ | 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 |
| Dive Rescue gear | JFD | \$ | 2026 |
| Design community and downtown surveillance cameras | IT | \$ | 2027 |
| Install community and Downtown surveillance cameras | IT / PARKS | \$\$\$\$\$ | 2027 |
| Install infrastructure for community and downtown surveillance cameras | IT | \$\$\$\$ | 2027 |
| Renovation/Rebuild Fire Station #3 (Based on evaluation) | ENG | \$\$\$\$\$\$ | 2027 |
| Rescue Taskforce Equipment Replacement | JFD | \$\$ | 2028 |

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

| Task Description | Lead | Cost | Start Year |
|---|------|------|------------|
| Provide timely and responsive programs and services by creating annual programming goals with an emphasis on Building Community theme | HPL | INHS | Annual |

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 | Start Year |
|--|------------|------|------------|
| Analyze data and identify micro hot spots, hot people, hot groups | JPD | INHS | Annual |
| Community outreach for support in shared goal | JPD | INHS | Annual |
| Community outreach, publicity | JPD | INHS | Annual |
| Continue community outreach to build relationships with neighborhoods | JPD | INHS | Annual |
| Create a Sustainability Plan in preparation of the ending of Drug Free Communities grant | 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 |
| Reduce domestic violence incidents by 5% over a 5 year period | JPD | \$ | Annual |
| Remove guns from domestic violence violators | JPD | INHS | Annual |
| Track and address high risk criminal offenders | 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 |
| Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst | JPD | \$\$ | 2025 |

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

| Task Description | Lead | Cost | Start 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 | JFD / JPD | \$\$\$\$ | 2027 |

OBJECTIVE #5: Promote affordable housing.

| Task Description | Lead | Cost | Start 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 blighted properties | HS | \$\$ | Annual |
| Maintain programs that assist in the elimination of lead based paint | HS | INHS | Annual |
| 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 |
| Update Analysis of Impediments to Fair Housing | HS | \$ | 2024 |