



CITY OF JANESVILLE

Wisconsin's Park Place:

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



2016 - 2020 STRATEGIC PLAN



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Wisconsin's Park Place

2016-2020

STRATEGIC PLAN

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The City of Janesville 2016-2020 Strategic Plan serves as the road map over the next five years to guide our community's vision to become **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.

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

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.



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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 DEV SRVS	Building and Development Services Division
CAO	City Attorney's Office
CMO	City Manager's Office
CTO	Clerk-Treasurer's Office
DPW	Department of Public Works
ED	Economic Development
ENG	Engineering Division
FIN	Finance Division
FIRE	Fire Department
HPL	Hedberg Public Library
HR	Human Resources
IT	Information Technology Division
MIG I	Manager's Initiative Group I
MIG II	Manager's Initiative Group II
NCS	Neighborhood and Community Services Department
OPS	Operations Division
PARKS	Parks Division
PD	Police Department
PLAN SVRS	Planning Services Division
REC	Recreation Division
TRANSIT	Transit Division
WATER	Water Utility
WWATER	Wastewater Utility

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Actively recruit destination businesses and activities	ED	INHS	Annual
Initiate implementation actions found in Downtown Vision & Strategy (2007), Rock Renaissance Area Redevelopment and Implementation Strategy (2014) and other relevant plans and studies	ED / DPW	\$\$\$\$\$\$	Annual
Partner with the Downtown Development Alliance (DDA) to promote events	ED	INHS	Annual
Promote and facilitate the development of additional market-rate housing within and immediately adjacent to the downtown	ED / DPW	INHS	Annual
Evaluate and/or implement engineering and roadway design changes that slow vehicular traffic downtown to create a more pedestrian-friendly environment	DPW	\$\$\$\$\$\$	Annual
Maximize downtown Janesville's connectivity to the City's recreational and open space amenities, especially the off-road trail system, by extending a multi-use path on both sides of the Rock River through the Downtown	DPW	\$\$\$\$\$\$	Annual
Complete comprehensive signage plan for downtown, and consider gateway signage that would be installed near the 5 Points, Centerway and Milton, and any other main entrances to the downtown	ED	\$\$\$ - \$\$\$\$	2016
Add cameras to various areas (alleys, intersections, etc.) visible to the public to promote safety and increase interest in visiting	PD / OPS / IT	\$\$\$\$\$	2018

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

Task	Lead	Cost Estimate	Estimated 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
Create unified wayfinding that enhances the downtown visitor experience	ED / DPW	\$\$	2016
Work with downtown businesses to create one or more Business Improvement District(s)	ED	INHS	2016
Facilitate the exploration, creation, and operation of a "Main Street" and/or similarly structured organizations to manage the downtown	ED	\$	2018
Facilitate the establishment of unified business operating hours to gain continuity between businesses	ED	INHS	2018



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Encourage the orientation of private development toward the river	ED / DPW	INHS	Annual
Expand the City's downtown retail, restaurant, and service recruitment and attraction efforts	ED	INHS	Annual
Preserve and celebrate downtown Janesville's historic architecture, where appropriate	ED / DPW	INHS	Annual
Review and, where appropriate, amend existing zoning and other regulatory codes to provide for flexibility, mix uses, and interconnectivity of developments/uses	BLDG DEV SRVS	INHS	Annual
Undertake a marketing and attraction plan to explore the development of a "destination" use such as a museum, conference center, or larger performance venue within the downtown	ED	\$\$\$	2017
Continue the look of the Main Street streetscape (2015 construction), along Milwaukee St. from Main St. heading west toward the Five Points. Coordinate this to occur at the same time as the Milwaukee St. bridge deck rebuild	DPW / ED	\$\$\$\$\$	2018
Improve ease of access to river walkways. Replace stairs from Milwaukee St going north with a series of ramps and landings to meet ADA requirements	DPW	\$\$\$\$\$\$	2018

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

Task	Lead	Cost Estimate	Estimated Start Year
Research and apply for grant opportunities to implement objectives of the strategic plan and other relevant plans	ED / DPW	INHS	Annual
Engage local lending institutions to provide innovative and collaborative financing products to downtown development projects	ED	INHS	Annual
Utilize the City's Tax Increment Financing authority to promote creative redevelopment throughout the downtown, by creating one or more new districts centered around significant redevelopment projects	ED / DPW	\$\$\$\$	2016
Develop a micro-loan program to assist start-up businesses in establishing a location in downtown Janesville	ED	\$\$\$	2017
Seek to re-establish Community Development Block Grant funding as another funding source for downtown revitalization	ED / NHCS	INHS	2019
Pursue and facilitate opportunities to establish development corporation(s) focused on redevelopment and revitalization of the downtown	ED	INHS	2020+

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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Economy: To facilitate continued growth and diversification of our local economy.

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

Task	Lead	Cost Estimate	Estimated Start Year
Continue business retention and expansion (BRE) visits	ED	INHS	Annual
Creation of a micro-loan program for current business	ED	\$\$\$	2017

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

Task	Lead	Cost Estimate	Estimated 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
Organize a regional economic development summit	ED	\$	2016

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

Task	Lead	Cost Estimate	Estimated Start Year
Review of City codes for areas of greater restrictions and propose changes, if practical	BLDG DEV SRVS / ED	INHS	Annual

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

Task	Lead	Cost Estimate	Estimated Start Year
Plan for potential redevelopment the former General Motors Assembly facility	ED	INHS	2016+
Organize a regional brownfields summit	ED	\$	2017



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Economy: To facilitate continued growth and diversification of our local economy.

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

Task	Lead	Cost Estimate	Estimated Start Year
Market Janesville's "shovel ready" sites	ED	\$	Annual
Name and sign regional industrial parks	ED	\$\$\$	2016
Develop a comprehensive economic development marketing strategy	ED	\$	2016
Assist in the development of the SHINE Medical Technologies site	ED	\$\$\$\$\$\$	2017
Investigate the expansion of the Janesville Innovation Center (JIC)	ED	\$	2017

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

Task	Lead	Cost Estimate	Estimated Start Year
Maintain and expand if financially feasible regional transit opportunities	ED / Transit	TBD	Annual
Evaluate options to grow existing industrial parks	ED	\$\$\$\$\$\$	2016+
Evaluate options for increased access to southside industrial parks	ED	\$\$\$\$\$\$	2016+
Pursue the development of rail-served industrial site	ED	\$\$\$\$\$\$	2016+
Pursue airport expansion opportunities	ED / County	\$\$\$\$\$\$	2018+
Pursue the construction of a westside City bypass	ED / DPW	\$\$\$\$\$\$	2020+
Pursue the construction an eastside City bypass	ED / DPW	\$\$\$\$\$\$	2020+

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 cost-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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Financial Sustainability: To remain a responsible and forward-thinking steward of financial resources.

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

Task	Lead	Cost Estimate	Estimated Start Year
Analyze the cost of City programs and services compared to peer cities	MIG II	INHS	Annual
Pilot a LEAN event to improve a business process	FIN	\$	2017

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

Task	Lead	Cost Estimate	Estimated Start Year
Continue to aggressively pursue grant funding opportunities	ALL DEPTS	\$	Annual
Lobby legislature to on levy limits and alternative revenue sources	CMO	INHS	Annual
Explore alternative revenue sources for financing capital projects	MIG II	INHS	Annual
Update cost recovery goals and adjust rates / service fees to meet these goals	FIN	INHS	Annual
Conduct rate studies of water & wastewater fees	FIN	INHS	Bi-Annual
City-wide revaluations of property values (market updates) beginning in 2017	ASSR	\$	Bi-Annual
Create a grant writer position to proactively seek grant funding for programs and activities consistent with the City's Strategic Plan	CMO	\$\$	2017+



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Update the five-year Capital Improvement Program (CIP) based on five-year Strategic Plan	MIG II	INHS	Annual
Prepare long-term financial revenue and expense projections for major City funds	FIN	INHS	Annual
Prepare and update internal control procedures over major accounting processes	FIN	INHS	Annual
Maintain an appropriate General Fund balance in accordance with Council Policy #89 on Fund Balance	FIN	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
Practice cash management that maintains strong liquidity and safe investments in accordance with Council Policy #68 on Investment of City Funds	CTO	INHS	Annual
Review and potentially update Council Policy #89 on Fund Balance, at a minimum of every three years	FIN	INHS	2018
Review and potentially update Council Policy #75 on Debt Management	FIN	INHS	2020
Review and potentially update Council Policy #68 on Investment of City Funds	CTO	INHS	2020

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 with the City's strategic goals.
6. Improve internal communication mechanisms to better inform staff of City initiatives.



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Standardize and increase usage of the City's logo, tagline, and colors	MIG I	\$	Annual
Rent billboard space for welcome/vision messaging	MIG I	\$	Annual
Utilize multi-media advertising and messaging venues to reach a broader and more diverse audience	MIG I	\$	Annual
Purchase graphic design software for MIG I to aid in development of materials	MIG I / IT	\$	2016
Design, purchase, and utilize posters and banners in City facilities	MIG I	\$	2020

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

Task	Lead	Cost Estimate	Estimated Start Year
Develop relationships with diverse media	MIG I	INHS	Annual
Proactively contact media on major issues	MIG I	INHS	Annual
Sustain MIG I's mission and roles	CMO	INHS	Annual
Personally invite media to City events	MIG I	INHS	Annual
Implement a media training program	HR	\$	Tri-Annual
Review and potentially update AP 11 (Release of Info to Media) and AP 17 (Council and Media Communication Cycle)	MIG I	INHS	2016



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

Task	Lead	Cost Estimate	Estimated Start Year
Increase web-based conversations, surveys, and FAQs	MIG I	INHS	Annual
Accommodate diverse populations (minority, seniors, etc.) through engagement	MIG I	INHS	Annual
Host a Citizen Engagement Workshop annually prior to budget development to advise on City information and engagement efforts	MIG I	INHS	Annual
Implement a Customer Relationship Management (CRM) system to increase customer service, engagement, and accountability	MIG I	\$	2016
Review and potentially update AP 12 (Citizen Suggestions) and AP 24 (Social Media Use)	MIG I	INHS	2016
Conduct a City-wide customer satisfaction survey	MIG I	\$	2017
Publish a quarterly e-newsletter (Park Place News)	MIG I	\$	2018
Conduct a City-wide customer satisfaction survey	MIG I	\$	2020

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

Task	Lead	Cost Estimate	Estimated Start Year
Provide quarterly City Manager updates to state and federal legislators	MIG I	INHS	Annual
Build a strong working relationship with the Wisconsin League of Municipalities	CMO / MIG I	INHS	Annual
Build strong working relationships with state and federal legislators	CMO / MIG I	\$	Annual
Establish system for supporting City leaders in legislative engagements	MIG I	\$	Annual
Develop and implement a system to rapidly respond to and address major legislative issues	MIG I	INHS	2016
Review and potentially update AP 18 (Intergov. Relations and Legis. Activities)	MIG I	INHS	2016
Create a legislative coordinator position*	CMO	\$\$	2020+

* Legislative coordinator duties could be merged with other proposed positions (grant writer) and newly-defined duties (partnership facilitator)



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Develop and implement a comprehensive strategic communications plan	MIG I	\$	Annual
Highlight strategic goal, objective, and task achievement in communications	MIG I	INHS	Annual
Develop an annual Strategic Plan status report	MIG II	\$	Annual
Conduct annual "State of the City" address to highlight strategic goal, objective, and task achievement	CMO	\$	Annual

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

Task	Lead	Cost Estimate	Estimated Start Year
Conduct City Manager all-employee ("all hands") meetings	CMO	\$	Annual
Provide the City Report to the Council to highlight recent City activities	MIG II	INHS	Annual
Develop a City employee intranet / newsfeed	MIG I / IT	\$	2019

INFRASTRUCTURE

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



OBJECTIVES

1. Improve existing transportation system.
2. Inventory and actively manage City parks, facilities, and assets.
3. Sustain robust water, wastewater, and stormwater systems.
4. Improve long-range planning, code enforcement, and on-going maintenance.



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

OBJECTIVE #1: Improve existing transportation system.

Task	Lead	Cost Estimate	Estimated Start Year
Develop and maintain a transit system that provides access to jobs, job training, education, medical care, and human services for citizens	TRANSIT	Op budget	Annual
Providing passenger amenities and upgraded facilities (bus stops signs, shelters, benches, Transfer Center, Transit Services Center, etc.) that make using Transit a pleasurable experience	TRANSIT	\$	Annual
Complete intermittent bike trail repairs	PARKS	\$	Annual
Establish an ongoing bus replacement program	TRANSIT	\$\$\$\$\$\$	Annual
Work toward improving all local streets with a PASER rating 3 or lower	ENG	\$\$\$\$\$\$	Annual
Work toward improving all collector/arterial streets with a PASER rating 4 or lower	ENG	\$\$\$\$\$\$	Annual
Conduct proactive sidewalk replacement program in coordination with the annual street rehabilitation program	ENG	INHS	Annual
Complete implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks	ENG	\$\$	Annual
Design Austin Road reconstruction from W. Court Street to Mineral Point (DOT project)	ENG	\$\$\$	2016
Design Milwaukee Street bridge reconditioning (DOT project)	ENG	\$\$\$	2016
Install Jackson Street street lighting improvements (Centerway - Mineral Point)	ENG	\$\$\$	2016
Design Sharon Road bridge replacement over Spring Brook (DOT project)	ENG	\$\$	2016
Upgrade or replace video/audio surveillance systems for buses	TRANSIT	\$\$	2016
Hire one additional field technician to assist with increased street rehabilitation program to replace two technicians who ended employment with City in 2009	ENG	\$\$	2016
Complete a comprehensive signage plan for City gateway and wayfinding signage	PLAN SRVS	INHS	2016
Resurfacing of Milton Avenue from Centerway to Randolph (DOT project)	ENG	\$\$	2016
Construct CTH G widening to 4 lanes in support of Dollar General project	ENG	\$\$\$\$\$\$	2016
Inventory and create life cycle maintenance program for trail system	PARKS	INHS	2016
Design urban street cross section construction on Ruger Ave from Wright Rd to USH 14	ENG	\$\$	2016 - 2017
Design resurfacing of Kellogg Avenue from S. River Road to Center Avenue (DOT project)	ENG	\$\$	2016 - 2017
Continue to implement GPS tracking technology on all snow / ice control equipment	OPS	\$	2017
Resurface E. Milwaukee Street from Sumac Dr. to Wright Rd. (LRIP grant)	ENG	\$\$\$\$	2017



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Evaluate entrance route corridor enhancements - W Court St. / Center Avenue	PARKS	\$	2017
Reconstruct Austin Road from W. Court Street to Mineral Point (DOT project)	ENG	\$\$\$\$\$	2017
Complete the Transit Development Plan (TDP)	TRANSIT	INHS	2017
Replace Sharon Road bridge over Spring Brook (DOT project)	ENG	\$\$\$	2017
Design resurfacing and streetscape improvements for W. Milwaukee Street	ENG	\$\$	2017
Complete a City-wide inventory of street signs and develop a management/replacement system which meets Federal Highway Administration requirements	OPS	\$	2017 - 2018
Install Jackson Street street lighting improvements (Court Street - Centerway)	ENG	\$\$\$	2017 - 2018
Improve pedestrian crossing of City trails	DPW	\$	2017 - 2018
Install GPS technology on all transit buses	TRANSIT	\$\$	2017 - 2020
Install new fare boxes on all transit buses	TRANSIT	\$	2017 - 2020
Replacement of the Milwaukee Street bridge (DOT project)	ENG	\$\$\$\$	2018
Construct urban street cross section on Ruger Ave from Wuthering Hills to USH 14 (DOT project)	ENG	\$\$\$\$\$	2018
Resurface Kellogg Avenue from S. River Road to Center Avenue (DOT project)	ENG	\$\$\$\$\$	2018
Construct a pedestrian connection from STH 26 to Glacial River Trail	DPW	\$\$\$\$\$	2018
Resurface and complete streetscape improvements for W. Milwaukee Street	ENG	\$\$\$\$\$	2018
Design reconstruction of USH 14 from Lexington to Deerfield (DOT project)	ENG	\$\$	2018+
Construct urban street cross section on Ruger Ave from Wright Rd to Wuthering Hills (DOT project)	ENG	\$\$\$\$\$	2020
Complete improvements to Peace Trail	PARKS	\$\$\$	2020+
Complete bike trail gaps	PARKS	TBD	2020+
Complete the extension of Fisher Creek Trail	PARKS / ENG	\$\$\$\$\$\$	2020+
Reconstruction of USH 14 from Lexington to Deerfield (DOT project)	ENG	\$\$\$	2022



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OBJECTIVE #2: Inventory and actively manage City parks, facilities, and assets.

Task	Lead	Cost Estimate	Estimated Start Year
Replace aging traffic signal & street light infrastructure, as needed	OPS	\$\$	Annual
Maintain City network to adapt to evolving technologies	IT	\$\$\$	Annual
Continue playground renovation program	PARKS	\$ or \$\$	Annual
Review City fleet for new and more energy efficient technology	OPS	\$	Annual
Complete roof condition studies for City facilities	ENG	TBD	Annual
Repair or replace roof systems if recommended by roof condition studies	ENG	TBD	Multiple
Develop and implement a business operations plan for the Oak Hill Cemetery should the City decide to not sell the property	PARKS	\$	2016
Implement leachate recirculation project, as required by DNR	ENG	\$\$\$	2016
Complete Monterey Dam structural improvements or demolish, as required by DNR	ENG	\$\$\$	2016
Construction of new Fire Station #1	DPW / FIRE	\$\$\$\$\$\$	2016
Design removal of parking plaza and development of the Town Square (Phase 1)	ENG	\$\$	2016
Develop life cycle maintenance schedule for traffic control: signs, street lights, signals	OPS	INHS	2016
Replace Transit / Public Works radio communication system	OPS	\$\$\$	2016
Complete asbestos abatement and demolition of old Fire Station #1	ENG	\$\$\$	2016
Construct Phase 4 of the Sanitary Landfill	ENG	\$\$\$\$\$\$	2016
Purchase golf course maintenance equipment	PARKS	\$\$	2016
Evaluate / Replace City Hall fire alarm system	ENG	\$\$\$	2016
Purchase and implement a work order system	DPW / IT	\$\$\$	2016
Complete deployments of Govern and New World	IT	\$\$\$\$	2016
Evaluate lease of Westphal Building	ED	INHS	2016
Create pickleball courts	PARKS	\$\$	2016
Complete construction of Central Fire Station	ENG	\$\$\$\$\$	2016
Replace Water Utility building roof	ENG	\$\$\$	2016
Evaluate opportunity to construct biofilter at SE corner of River St and Court St	ENG	\$\$	2016
Design City Hall elevator system replacement	ENG	\$	2016



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Demo/Repurpose wading pool in Riverside Park	REC / ENG	\$	2016 - 2017
Remove parking plaza and construct town square	ENG	\$\$\$\$\$\$	2016 - 2017
Replace legacy traffic signal controllers that are no longer serviceable	OPS	\$	2016 - 2018
Conduct major concrete joint/panel repairs	OPS	\$	2016 - 2020
Extend Metropolitan Area Network (MAN) to most City facilities	IT	\$\$\$\$\$	2016+
Repair Oak Hill Cemetery road	ENG	\$\$	2016+
Complete Phase II of LED lighting upgrades	OPS	\$\$	2017
Design surface treatment for City Hall concrete deck	ENG	\$	2017
Design Council Chambers renovation including HVAC modifications	ENG / IT	\$	2017
Design ventilation modifications at City Services Center vehicle repair area	ENG	\$	2017
Add a drop slide to Rockport Pool	REC	\$	2017
Hire a consultant/design firm for Monterey Park repurposing	PARKS	\$	2017
Close a portion of the clean-fill landfill (demolition landfill)	ENG	\$\$\$	2017
Refurbish Oak Hill Cemetery maintenance building	PARKS	\$\$	2017
Implement RFID tracking on automated trash collection cart	OPS	\$	2017
Complete Ice Arena upgrades (lower media booths, party deck, bleachers)	REC	\$\$	2017
Replace entry sign and scoreboards at Dawson Softball Complex	REC	\$	2017
Rebuild CAMDEN playground	PARKS	\$\$	2017
Replace City Hall elevator system	ENG	\$\$\$\$	2017
Complete various golf course improvements	PARKS	\$\$\$	2017
Renovate the Lions Beach bath house and dredge the beach area	PARKS	\$\$\$	2017
Acquire salt brine manufacturing system in anticipation of greater use of brine for snow and ice control operations	OPS	\$\$	2017
Improve Sandhill Dr. Park	PARKS	\$\$	2017
Design building security system for City Services Center	ENG	\$	2017
Renovate the main floor of the Hedberg Public Library	HPL	\$\$\$\$	2017
Close Phase 3 of the Sanitary Landfill	ENG	\$\$\$\$\$	2017+
Implement modifications to ventilation system at City Services Center vehicle repair area	ENG	\$\$	2018
Repurpose Monterey Park for better and more suitable usage	PARKS	\$\$\$	2018



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Renovate Council Chambers including HVAC modifications	ENG / IT	\$\$\$	2018
Complete surface treatment of City Hall deck	ENG	\$\$\$	2018
Design ceiling repairs for upper parking garage at City Hall	ENG	\$	2018
Install building security system for City Service Center	ENG	\$\$	2018
City Hall Roof Replacement	ENG	\$\$\$	2018
Construct Phase 5 of the Sanitary Landfill	OPS	\$\$\$\$\$\$	2018
Complete various golf course improvements	PARKS	\$\$\$\$	2018
Replace Ice Arena dehumidification system	REC / ENG	\$\$\$\$	2018
Repair asphalt approach, parking lot, and areas between fields at Dawson Complex	REC	\$	2018
Attain APWA accreditation for the Department of Public Works	DPW	INHS	2018
Complete a Landfill Expansion - ISI/Feasibility/Plan of Operation	OPS	\$\$\$\$\$\$	2018+
Extend building security system to all public buildings/facilities	OPS	\$\$\$	2018+
Implement energy efficiency improvements at the Senior Center	ENG	\$\$\$	2019
Design energy efficiency improvements at the Pistol Range	ENG	\$	2019
Repair ceiling on upper garage of City Hall deck	ENG	\$\$	2019
Construct a new Riverside Golf Course clubhouse	PARKS/ENG	\$\$\$\$\$\$	2019
Close Phase 4 of the Sanitary Landfill	OPS	\$\$\$\$\$\$	2019
Complete caulking and painting of aquatics vessels	REC	\$	2019
Implement energy efficiency improvements at the Pistol Range	ENG	\$\$	2020
Update the Sanitary Landfill business plan	OPS	\$	2020
CSC Roof Replacement	ENG	\$\$\$	2020
Evaluate Rockport Pool facility	REC / ENG	\$	2020
Implement energy efficiency improvements at Fire Stations #2 thru #5	ENG	\$\$\$	2020 - 2022+
Construct Phase 1 of the Sanitary Landfill expansion	OPS	\$\$\$\$\$\$	2020+
Construct 3rd apparatus bays at Fire Station #2 and #5 to coincide with roof replacements	FIRE	\$\$\$\$	2020+
Implementation of Northeast Regional Park Plan	PARKS	\$\$\$\$\$\$	2020+
Renovate the third floor of the Senior Center	REC	\$\$\$\$\$\$	2020+
Construct an indoor playground and field	PARKS/REC	\$\$\$\$	2020+



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Wisconsin's Park Place

2016 - 2020 STRATEGIC PLAN

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

Establish Emergency Operations Center (EOC) on City Hall second floor	CMO	TBD	2020+
Close Phase 5 of the Sanitary Landfill	OPS	\$\$\$\$\$\$	2021

OBJECTIVE #3: Sustain robust water, wastewater, and stormwater systems.

Task	Lead	Cost Estimate	Estimated Start Year
Evaluate and repair sanitary sewer improvements in conjunction with street repair	ENG	\$\$\$\$\$\$	Annual
Evaluate and repair water main improvements in conjunction with street repair	ENG	\$\$\$\$\$\$	Annual
Evaluate and repair storm sewer improvements in conjunction with street repair	ENG	\$\$\$\$	Annual
Develop and maintain stormsewer cleaning program for catch basins and mains	OPS	Op Budget	2016
Construction of N. Wright Road greenbelt extension from STH 26 to Rotamer Road	ENG	\$\$\$\$	2016
Complete various projects for TMDL compliance	ENG	\$\$\$	2016 - 2020
Create two positions to implement preventative maintenance program for catch basins and stormsewer mains (first employee in 2017; second employee in 2018)	OPS	\$\$\$	2017 - 2018
Extend infrastructure to SHINE Medical project	ENG	\$\$\$\$\$	2017+
Replace the control valve at Pump Station 8	WATER	\$\$\$\$	2018
Improve DAF process by installing updated equipment at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2018
Improve high strength waste storage at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2019
Update the gas conditioning skid at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2020
Install a new water main crossing the Rock River to improve system reliability	WATER	\$\$\$\$\$\$\$	2020
Monitor system demand to determine need for additional wells in north and south zones	WATER	\$	2020+
Purchase a new 200KW micro turbine for Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2020
Complete necessary updates for Wastewater Treatment Plant to meet permit requirements for phosphorus removal	WWATER	\$\$\$\$\$	2020+
Construct a new water tower / well on the City's northeast side	WATER	\$\$\$\$\$\$	2020+



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

OBJECTIVE #4: Improve long-range planning, code enforcement, and on-going maintenance.

Task	Lead	Cost Estimate	Estimated Start Year
Evaluate code enforcement programs to stimulate and improve service levels	BLDG DEV SRVS	INHS	Annual
Update the Parks and Open Space Plan	PLAN SRVS / PARKS	\$	2016
Rewrite/update zoning ordinance and subdivision ordinance for consistency with Comprehensive Plan	PLAN SRVS / BLDG DEV SRVS	\$\$	2017
Rewrite the sign code for consistency with Comprehensive Plan	BLDG DEV SRVS	\$	2017
Update the 208 Sewer Service Area Plan (Rock Co. delegated authority to update)	PLAN SRVS	INHS	2017
Update the Comprehensive Plan	PLAN SRVS	\$\$	2017+
Implement mobile workforce	IT	\$\$\$	2017+

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 consolidated and shared services with local government partners to leverage economies of scale.
3. Leverage City employee's networks with professional organizations and service groups to increase visibility of City issues.



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Promote, celebrate, and recognize partnerships through website, media releases and/or annual banquet	CMO	\$	Annual
Leverage volunteers in the workforce, where applicable	ALL DEPTS	INHS	Annual
Create a working group to determine how to best leverage volunteers	HR	INHS	2016
Create a Community Partner award	CMO	\$	2016
Create a City-wide inventory of existing public-private partnerships	CMO	\$	2016
Identify gaps and crossover in existing partnerships	CMO	\$	2016
Create a City committee to review partnerships quarterly	CMO	\$	2016
Develop a City-wide policy on appropriate volunteer use for programs and operations	HR	INHS	2016
Work with the Youth Sports Coalition to assess future demand for programs and the potential need for expansion of the Youth Sports Complex facility	CMO / PARKS	INHS	2016+
Facilitate discussions with the Rock County 4-H Board to keep the County Fair in Janesville	CMO	INHS	2016+
Explore partnership with UW-Rock County for an internship program	HR / CMO	\$	2017
Develop a master list of volunteers / local organizations that work with the City	HR	INHS	2017
Create a shared calendar on the City's website for volunteer opportunities	CMO	INHS	2017
Implement a City-wide volunteer program (e.g. training, recognition, tracking)	HR	\$	2017
Create a City-wide volunteer coordinator position to assess needs of program and manage volunteers	HR / CMO	\$	2017
Develop a community-wide survey to explore partnership ideas and opportunities	CMO	\$	2018



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2016 - 2020 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated 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
Determine feasibility of shared IT services with other local governments	IT	\$	Annual
Explore potential partnerships and shared resources with the Janesville and Milton School Districts	CMO	\$	2016
Establish an inter-governmental task force to explore partnerships, economies of scale, shared staffing, equipment purchases, etc.	CMO	INHS	2016
Explore opportunities for shared staffing among local governments (e.g. marketing, graphic design, etc.)	CMO	\$	2017

OBJECTIVE #3: Leverage City employees' networks with professional organizations and service groups to increase visibility of City issues.

Task	Lead	Cost Estimate	Estimated Start Year
Work with JACVB to attract professional development and business conferences to Janesville	ED	\$	Annual
Create a database of City staff listing their professional memberships, service group affiliations, volunteer activities, etc.	HR	\$	2016
Identify staff liaisons to various community groups	HR	\$	2016

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. Improve City workforce diversity to reflect the community and broaden perspectives.
3. Establish an organization performance measurement system that rewards employees for initiative and innovation.
4. Promote workforce wellness by developing programs that incentivize safe and healthy behaviors.



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2016 - 2020 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Provide opportunities for advancement	ALL DEPTS	INHS	Annual
Review peer cities when job opens, as needed	HR	INHS	Annual
Conduct an organizational climate survey	HR	\$	2016
Training for employees to improve interview skills (internal promotions)	HR	INHS	2016
Explore feasibility of mentorship program	HR	INHS	2017
Training for employees to improve communication skills, including Toastmasters	HR	\$	2017
Conduct an organizational climate survey	HR	\$	2019
Benchmark key positions	HR	INHS	2019
Conduct an administrative employee benefit survey	HR	INHS	2020
Conduct a review of the personnel policy manual	HR	INHS	2020
Explore the feasibility of creating individual employee total compensation reports	HR	INHS	2020+

OBJECTIVE #2: Improve City workforce diversity to reflect the community and broaden perspectives.

Task	Lead	Cost Estimate	Estimated Start Year
Target recruiting efforts in cities with large minority populations	VAR DEPTS	INHS	Annual
Expand outreach efforts to educational institutions	CMO	INHS	Annual
Conduct refresher diversity training program periodically	HR	\$	Bi-annual
Establish an employee committee to review and make recommendations on diversity-related topics	CMO	INHS	2016
Explore feasibility of creating a City diversity coordinator position	CMO	INHS	2016
Reach out to Diversity Action Team, School District, and Rock County Diversity Team	CMO	INHS	2016
Explore feasibility of City college scholarship for Janesville HS students upon graduation; student works for the City	CMO	INHS	2020



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2016 - 2020 STRATEGIC PLAN

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

OBJECTIVE #3: Establish an organization performance measurement system that rewards employees for initiative and innovation.

Task	Lead	Cost Estimate	Estimated Start Year
Maintain a system to recognize good job performance	HR	INHS	Annual
Maintain pay for performance for administrative employees	HR	INHS	Annual
Encourage employees to be more visible in community	CMO	INHS	Annual
Solicit cost saving ideas from employees	CMO	INHS	Annual
Encourage employees to speak to community groups	CMO	INHS	Annual
Encourage employees to attend and speak at their state and regional conferences	CMO	INHS	Annual
Create employee committee to review & recommend ideas for performance benchmarks	CMO	INHS	2016
Develop a performance measurement system	MIG II	\$	2016
Reward employees with a bonus for ideas implemented that realize a significant cost savings to the City	CMO	\$\$	2016
Create a performance dashboard to overview progress	MIG II	\$	2017

OBJECTIVE #4: Promote workforce wellness by developing programs that incentivize safe and healthy behaviors.

Task	Lead	Cost Estimate	Estimated Start Year
Explore ways to reduce worker's compensation claims	HR	INHS	Annual
Conduct Health Risk Assessments	HR	\$	Bi-Annual
Reactivate Health Plan Committee, of which the Wellness Team is sub-committee	HR	INHS	2016
Obtain feedback in health plan changes from Health Plan Committee	HR	INHS	2016
Provide healthy food options in vending machines / break rooms	CMO	\$	2016
Research ways to amend health plan to incentivize and reward wellness	HR	INHS	2016
Prepare the City for 2018 ACA requirements (i.e., Cadillac tax)	HR	TBD	2016 - 2017
Create and budget for a full-time Safety Coordinator position	CMO / HR	\$\$	2017
Build showers at appropriate City facilities	DPW / CMO	\$	2020

ROCK RIVER CORRIDOR

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



OBJECTIVES

1. Promote Rock River Corridor as a regional recreation attraction.
2. Actively pursue property acquisitions that ensure the Rock River remains accessible to the public.
3. Complete long-term shoreline enhancements.



CITY OF JANESVILLE

Wisconsin's Park Place

2016 - 2020 STRATEGIC PLAN

Rock River Corridor: To promote, enhance, and respect the unifying feature of our community.

OBJECTIVE #1: Promote Rock River Corridor as a regional recreation attraction.

Task	Lead	Cost Estimate	Estimated Start Year
Market the Rock River as a regional recreation attraction	PARKS / REC / CMO	\$	Annual
Identify key locations along river for recreational facilities	PLAN SRVS	\$	2016
Incorporate findings and recommendations of Rock Renaissance Area Redevelopment and Implementation Strategy into the Strategic Plan	ED	\$\$\$\$\$\$	2016+
Explore feasibility of dredging Rock Aqua Jay's performance area	DPW	\$\$\$\$	2017
Establish a Riverfront Entertainment District	ED	\$	2018
Identify areas of Rock River Corridor where private business could increase appeal	PLAN SRVS	\$	2018
Discuss diversion over the Centerway Dam with North American Hydro	DPW	\$	2020+

OBJECTIVE #2: Actively pursue property acquisitions that ensure the Rock River remains accessible to the public.

Task	Lead	Cost Estimate	Estimated Start Year
Identify opportunities to acquire properties adjacent to the Rock River	PLAN SRVS	INHS	Annual
Explore funding partnerships to acquire properties adjacent to the Rock River	CMO	\$	Annual
Research sustainable revenue sources for the Riverfront Acquisition Fund in order to purchase properties adjacent to the Rock River	ACCT	\$\$\$\$\$\$	2020+

OBJECTIVE #3: Complete long-term shoreline enhancements.

Task	Lead	Cost Estimate	Estimated Start Year
Continue to support "Friends" groups river and shoreline cleanup activities	PARKS	INHS	Annual
Highlight and recognize points of interest along Rock River Corridor	DPW	\$	2018
Evaluate shorelines and tailor improvements to existing shoreline developments	DPW	\$\$\$	2018

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

2016 - 2020 STRATEGIC PLAN

Safe & Healthy Community: To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.

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

Task	Lead	Cost Estimate	Estimated Start Year
Continue Fire Department policy and procedure review and revisions	FD	INHS	Annual
Complete Fire Department vehicle replacement per scheduled plan	FD	\$\$\$\$\$\$	Annual
Develop and expand Fire Department training competencies	FD	INHS	Annual
Import CAD information into Firehouse system	IT	\$\$	2016
Develop a Fire Department facilities master plan	FD	INHS	2016
Assess new and existing fire facilities' needs based on master plan	FD	INHS	2016
Procure property for Fire Station #6	FD	\$\$\$	2016
Partner with existing large buildings and schools to install repeaters	PD	TBD	2016
Complete an Evaluation of Standards for Cover (pre-cursor to accreditation)	FD	\$	2016+
Pursue Fire Department accreditation	FD	\$	2016+
Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)	FD	\$\$	2017
Create a part-time IT Specialist position to fulfill Fire Department IT needs	IT	\$\$	2017
Specialized teams training props improvement	FD	\$\$\$	2017
Add one Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	FD	\$\$	2017
Attain Re-Accreditation for the Police Department	PD	\$	2017
- Seek out additional employees and volunteers to take part in obtaining proofs for standards	PD		Annual
- Build standard files	PD		Annual
- Conduct mock assessment and onsite assessment	PD		2017
Upgrade alerting systems at all Fire Stations	FD	\$\$	2018
Upgrade the Fire Training Center Live Burn facility to meet current safety and environmental standards	FD	\$\$	2018
Implementation of fifth ambulance (Fire Station #3) with appropriate staffing	FD	\$\$\$\$	2018
Add three Police Officers, one Detective, and a part-time Crime Analyst to address population growth and implement community-policing initiatives	PD	\$\$\$	2018 - 2020
Add one Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	FD	\$\$	2019



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Wisconsin's Park Place

2016 - 2020 STRATEGIC PLAN

Safe & Healthy Community: To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.

Re-evaluate consolidation of Fire and/or EMS services in the County	FD	\$	2019
Procure property for Fire Station #7	FD	\$\$\$	2019
Install community surveillance cameras in all facilities and public areas/parks	IT / OPS	\$\$\$\$\$	2020+
Add three Police Officers and one Detective to address population growth, crime trends, and implement community-policing initiatives	PD	\$\$\$	2020+

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

Task	Lead	Cost Estimate	Estimated Start Year
Investigate adding bike lanes to additional roads throughout the community	DPW	TBD	Annual
Inventory recreational programs for cultural diversity and determine all locations programmed	REC	\$	2016
Identify cultural organizations/communities within Janesville and seek opportunities to partner with them	REC	\$	2017
Develop a Recreation Division Master Plan	REC	\$	2017
Consider staffing Lions Beach with lifeguards	REC	\$	2018

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

Task	Lead	Cost Estimate	Estimated Start Year
Reduce domestic violence incidents by 5% over a 5 year period	PD	\$	Annual
- Remove guns from domestic violence violators	PD		
- Research and evaluate offender services	PD		
- Target repeat offenders	PD		
- Community outreach for support in shared goal	PD		
Reduce heroin overdoses by 5% over a 5 year period	PD	\$	Annual
- Expand Rx Alert Program regionally	PD		
- Partner with Janesville Schools to begin heroin programming	PD		
- Community outreach, publicity	PD		
Promote fire sprinkler education and adoption through public side-by-side burn demonstrations	FD	INHS	2016



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2016 - 2020 STRATEGIC PLAN

Safe & Healthy Community: To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.

Project and define the next neighborhoods to partner with to reduce crime	PD	\$	2016
- Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst	PD	\$	2017
- Analyze call data and produce hot spot maps to identify high crime areas	PD		
- Increase the neighborhood watch program	PD		
- Continue community outreach to build relationships with neighborhoods	PD		

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

Task	Lead	Cost Estimate	Estimated Start Year
Continued coordination/participation with Rock County Emergency Management	PD / FD	INHS	Annual
Accessible Building Pre-Plans for emergency & non-emergency access for all Divisions	IT	\$	2016
Create a Emergency Management Program Manager position	CMO	\$\$	2017
Conduct a live emergency preparedness exercise for entire City every five years	PD / FD	\$	2017
Complete National Incident Management System (NIMS) recertification of the City workforce	ALL DEPTS	INHS	2020
Install emergency generators at all Fire Stations	FD	\$\$\$	2020
Construct, equip, and staff Fire Station #6	FD	\$\$\$\$\$\$	2020
Construct addition to current Police Services Building	PD	\$\$\$\$\$\$	2020+



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2016 - 2020 STRATEGIC PLAN

Safe & Healthy Community: To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.

OBJECTIVE #5: Promote affordable housing.

Task	Lead	Cost Estimate	Estimated Start Year
Implement 2015-2019 Consolidated Plan for housing & community development programs	NCS	\$\$	Annual
- Maintain and increase efforts to provide quality, affordable housing	NCS		
- Maintain and increase efforts to support homeownership opportunities	NCS		
- Maintain programs that assist in the elimination of lead based paint	NCS		
- Maintain and increase efforts to proactively address housing violations	NCS		
Maintain programs that assist in the elimination of blighted properties	NCS	TBD	Annual
Explore feasibility of developing a vacant building ordinance	NCS	INHS	2016
Develop 2020 - 2024 Consolidated Plan for housing & community development programs	NCS	INHS	2019

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

Task	Lead	Cost Estimate	Estimated Start Year
Utilize community survey results to determine agency strategies and staffing needs	PD / FD	INHS	2016 - 2019
Identify funding source to establish a tree trimming program for streets (vehicle damage, blocking street lights, etc.)	CMO	\$\$	2017
Conduct a community survey to determine expectations of public safety services	PD	\$	2020
Conduct an organizational climate survey of the Janesville Police Department	PD	\$	2020