



# CITY OF JANESVILLE

*Wisconsin's Park Place:*

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



# 2017 - 2021 STRATEGIC PLAN



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017-2021

# STRATEGIC PLAN

## Table of Contents

|   |           |
|---|-----------|
| <b>Overview .....</b>                     | <b>1</b>  |
| <b>Legend.....</b>                        | <b>2</b>  |
| <b>Strategic Goals</b>                    |           |
| <b>Downtown .....</b>                     | <b>3</b>  |
| <b>Economy .....</b>                      | <b>6</b>  |
| <b>Financial Sustainability.....</b>      | <b>9</b>  |
| <b>Image &amp; Engagement.....</b>        | <b>12</b> |
| <b>Infrastructure .....</b>               | <b>15</b> |
| <b>Partnerships .....</b>                 | <b>23</b> |
| <b>Performance Culture .....</b>          | <b>26</b> |
| <b>Rock River Corridor .....</b>          | <b>29</b> |
| <b>Safe &amp; Healthy Community .....</b> | <b>31</b> |

The City of Janesville 2017-2021 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.



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 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 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 Office                    |
| ENG           | Engineering Division                           |
| FIN           | Finance Office                                 |
| HPL           | Hedberg Public Library                         |
| HR            | Human Resources Office                         |
| IT            | Information Technology Office                  |
| JFD           | Janesville Fire Department                     |
| JPD           | Janesville Police Department                   |
| JTS           | Janesville Transit System                      |
| 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                                 |
| PLAN SVRS     | Planning Services Division                     |
| REC           | Recreation 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.



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

**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               |
| 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               |
| Complete comprehensive signage 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             | \$\$\$ - \$\$\$\$ | 2017 - 2018          |
| Add cameras to various areas (alleys, intersections, etc.) visible to the public to promote safety and increase interest in visiting  | JPD / OPS / IT | \$\$\$\$\$        | 2018                 |
| Establish a Heritage Trail in downtown Janesville   | DPW            | \$                | 2019                 |

**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               |
| Work with downtown businesses to create one or more Business Improvement District(s)  | ED   | INHS          | 2017+                |
| 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                 |

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

| Task   | Lead | Cost Estimate | Estimated Start Year |
|--|------|---------------|----------------------|
| Expand the City's downtown retail, restaurant, and service recruitment and attraction efforts  | ED   | 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                 |



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

**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               |
| 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 / NCS | INHS          | 2019                 |
| Pursue and facilitate opportunities to establish development corporation(s) focused on redevelopment and revitalization of the downtown | ED       | INHS          | 2021+                |

# 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.





# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

**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   | \$            | 2017                 |

**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 Ordinances to determine if un-necessary barriers are created to development and propose changes, if practical | BLDG DEV<br>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          | 2017+                |
| Organize a regional brownfields summit                                       | ED   | \$            | 2017                 |

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

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



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

**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 / JTS    | TBD           | Annual               |
| Evaluate options to grow existing industrial parks                         | ED          | \$\$\$\$\$\$  | 2017+                |
| Evaluate options for increased access to southside industrial parks        | ED          | \$\$\$\$\$\$  | 2017+                |
| Pursue the development of rail-served industrial site                      | ED          | \$\$\$\$\$\$  | 2017+                |
| Pursue airport expansion opportunities                                     | ED / County | \$\$\$\$\$\$  | 2018+                |
| Pursue the construction of a westside City bypass                          | ED / DPW    | \$\$\$\$\$\$  | 2021+                |
| Pursue the construction an eastside City bypass                            | ED / DPW    | \$\$\$\$\$\$  | 2021+                |

# 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.



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

**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    | \$            | 2018                 |

**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 2019   | 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       | \$\$          | 2021                 |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

**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               |
| Create a special revenue fund for JFD ambulance transfer revenue to partially fund ambulance replacements                                       | FIN / JFD | INHS          | 2017                 |
| Review and potentially update Council Policy #75 on Debt Management   | CMO / FIN | INHS          | 2017                 |
| 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 #68 on Investment of City Funds  | CTO       | INHS          | 2019                 |

# 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.



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

**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               |
| Utilize multi-media advertising and messaging venues to reach a broader and more diverse audience | MIG I | \$            | Annual               |
| Create a graphics standards guide for use by City staff   | MIG I | \$            | 2017                 |
| Create newsletter/other print materials templates for use by City staff                           | MIG I | \$            | 2018                 |
| Take ownership of and update all Google listings for City facilities                              | MIG I | INHS          | 2018                 |
| 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    | \$            | Annual               |

**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          | Bi-Annual            |
| Explore and potentially implement "Tweetalongs" with certain City departments  | MIG I | INHS          | 2017                 |
| Increase the City's attendance at community events by staffing three expos per year  | MIG I | \$            | 2017                 |
| Create and infographic for City financials   | MIG I | INHS          | 2018                 |
| Conduct a City-wide customer satisfaction survey   | MIG I | \$            | 2018                 |
| Conduct a City-wide customer satisfaction survey   | MIG I | \$            | 2021                 |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

**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               |
| Host a State Legislative Roundtable Discussion                                  | MIG I       | INHS          | Bi-Annual            |
| Create a legislative coordinator position*                                      | CMO         | \$\$          | 2021+                |

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

**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 and City staff 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. Implement infrastructure improvement as part of the *ARISE* plan.
2. 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.



# CITY OF JANESVILLE

## Wisconsin's Park Place

### 2017 - 2021 STRATEGIC PLAN

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

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

| Task   | Lead | Cost Estimate | Estimated Start Year |
|--|------|---------------|----------------------|
| Remove parking plaza, paint Court Street bridge, reconnect Ice Age Trail       | ENG  | \$\$\$\$\$\$  | 2017                 |
| Construct west side of Town Square Phase I, Dodge Street to Court Street       | ENG  | \$\$\$\$\$    | 2017                 |
| Install Jackson Street street lighting improvements (Court Street - Centerway) | ENG  | \$\$\$        | 2017                 |
| Study traffic impacts from removing traffic signals from downtown              | ENG  | \$\$\$        | 2017                 |
| Design east side of Town Square and Court Street two-way conversion            | ENG  | \$\$\$        | 2017                 |
| Design Milwaukee Street bridge replacement (DOT project)                       | ENG  | \$\$\$        | 2017 - 2018          |
| Design resurfacing and streetscape improvements for W. Milwaukee Street        | ENG  | \$\$\$        | 2017 - 2018          |
| Construct west side of Town Square Phase II, Milwaukee Street to Dodge Street  | ENG  | \$\$\$\$\$    | 2018                 |
| Court Street two-way conversion  | ENG  | \$            | 2018                 |
| Construct east side of Town Square and Court Street two-way conversion         | ENG  | \$\$\$\$\$\$  | 2018                 |
| Design conversion of River Street to a festival street                         | ENG  | \$\$\$        | 2018                 |
| Reconstruct the Milwaukee Street bridge (DOT project)                          | ENG  | \$\$\$\$      | 2018 - 2019          |
| Convert River Street to a festival street                                      | ENG  | \$\$\$\$      | 2019                 |
| Reconstruct and complete streetscape improvements for W. Milwaukee Street      | ENG  | \$\$\$\$\$    | 2020                 |

**OBJECTIVE #2: 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  | JTS   | Op budget     | 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               |
| Complete intermittent bike trail repairs  | PARKS | \$            | Annual               |
| Establish an ongoing bus replacement program  | JTS   | \$\$\$\$\$\$  | 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               |



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

|  |             |              |             |
|--|-------------|--------------|-------------|
| Complete implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks   | ENG         | \$\$         | Annual      |
| Resurface E. Milwaukee Street from Sumac Drive to Wright Road (LRIP grant)   | ENG         | \$\$\$\$     | 2017        |
| Reconstruct Austin Road from W. Court Street to Mineral Point Avenue (DOT project)   | ENG         | \$\$\$\$\$   | 2017        |
| Complete the Transit Development Plan (TDP)  | JTS         | \$\$         | 2017        |
| Replace Sharon Road bridge over Spring Brook (DOT project)   | ENG         | \$\$\$       | 2017        |
| Replace street lighting on E. Milwaukee Street from Sumac Drive to Wright Road   | ENG         | \$\$         | 2017        |
| Design Innovation Drive Improvements from Dollar General to USH 51   | ENG         | \$\$         | 2017        |
| Design extension of Northeast Regional Trail from north of Sandhill Drive to E. Rotamer Road   | ENG         | \$           | 2017 - 2018 |
| Provide Project Manager for design of urban street cross section construction on Ruger Avenue from Wright Road to USH 14.                          | ENG         | \$\$         | 2017 - 2018 |
| Improve pedestrian crossing of City trails   | DPW         | \$           | 2017 - 2018 |
| Complete a City-wide inventory of street signs and develop a management/replacement system which meets Federal Highway Administration requirements | OPS         | \$           | 2018        |
| Continue to implement GPS tracking technology on all snow / ice control equipment  | OPS         | \$           | 2018        |
| Construct Innovation Drive to USH 51   | ENG         | \$\$\$\$     | 2018        |
| Install GPS technology on all transit buses  | JTS         | \$\$         | 2018 - 2020 |
| Install new fare boxes on all transit buses  | JTS         | \$           | 2018 - 2020 |
| Design reconstruction of USH 14 from Lexington Drive to Deerfield Drive (DOT project)  | ENG         | \$\$         | 2018+       |
| Complete the extension of the Northeast Regional Trail from north of Sandhill Drive to E. Rotamer Road   | ENG         | \$\$\$\$     | 2019        |
| Provide Project Manager for the urban street cross section construction on Ruger Avenue from Wuthering Hills Drive to USH 14 (DOT project)         | ENG         | \$\$\$\$\$   | 2019        |
| Provide Project Manager for the urban street cross section construction on Ruger Avenue from Wright Road to Wuthering Hills Drive (DOT project)    | ENG         | \$\$\$\$\$   | 2020        |
| Design / Construct a pedestrian connection from STH 26 to Glacial River Trail  | DPW         | \$\$\$\$\$   | 2021+       |
| Complete improvements to Peace Trail   | PARKS       | \$\$\$       | 2021+       |
| Complete bike trail gaps   | PARKS       | TBD          | 2021+       |
| Complete the extension of the Fisher Creek Trail   | PARKS / ENG | \$\$\$\$\$\$ | 2021+       |



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

|  |     |        |      |
|--|-----|--------|------|
| Reconstruct USH 14 from Lexington Drive to Deerfield Drive (DOT project) | ENG | \$\$\$ | 2022 |
|--|-----|--------|------|

#### OBJECTIVE #3: 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               |
| Purchase additional waste collection carts  | OPS         | \$\$          | Annual               |
| Maintain City network to adapt to evolving technologies                               | IT          | \$\$\$        | Annual               |
| Continue playground renovation program by replacing two units per year                | PARKS       | \$\$          | Annual               |
| Assess new and existing fire facilities' needs based on master plan                   | JFD / DPW   | INHS          | 2017                 |
| Complete roof condition studies for City facilities                                   | ENG         | TBD           | 2017                 |
| Replace public building roofs according to the replacement program                    | ENG         | \$\$          | 2017                 |
| Replace City Hall elevator system   | ENG         | \$\$\$\$      | 2017                 |
| Design building security system for City Services Center                              | ENG         | \$            | 2017                 |
| Replace pavement at yard waste drop-off site and Sanitary Landfill                    | ENG         | \$\$\$\$      | 2017                 |
| Close Phase III of the Sanitary Landfill  | ENG         | \$\$\$\$\$    | 2017                 |
| Replace Ice Arena dehumidification system   | ENG         | \$\$\$\$\$    | 2017                 |
| Design Council Chambers renovation including HVAC modifications                       | ENG / IT    | \$            | 2017                 |
| Renovate the main floor of the Hedberg Public Library                                 | HPL / ENG   | \$\$\$\$\$    | 2017                 |
| Re-establish Environmental Technician position in Operations/Sanitation               | OPS         | \$\$          | 2017                 |
| Evaluate Vehicle Operations and Maintenance (VOM) program and develop a Business Plan | OPS         | \$\$\$        | 2017                 |
| Upgrade steel-wheel compactor at Sanitary Landfill                                    | OPS         | \$\$\$\$      | 2017                 |
| Implement Phase II of LED pedestrian crossing conversion                              | OPS         | \$\$          | 2017                 |
| Evaluate Rockport Pool diving board and consider adding a drop slide                  | REC         | \$            | 2017                 |
| Complete Ice Arena upgrades (party deck/bleacher improvements)                        | REC         | \$            | 2017                 |
| Demo/repurpose wading pool in Riverside Park  | REC / PARKS | \$            | 2017                 |
| Complete various golf course improvements   | PARKS       | \$\$\$        | 2017                 |
| Conduct major concrete joint/panel repairs  | ENG         | \$\$          | 2017 - 2021          |
| Extend Metropolitan Area Network (MAN) to most City facilities                        | IT / ENG    | \$\$\$\$\$    | 2017+                |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

|   |             |              |       |
|---|-------------|--------------|-------|
| Complete a Landfill Expansion - ISI/Feasibility/Plan of Operation   | OPS         | \$\$\$\$\$\$ | 2017+ |
| Procure clay and other soils for Sanitary Landfill  | OPS         | \$\$\$\$\$   | 2017+ |
| Attain APWA accreditation for the Department of Public Works  | DPW         | INHS         | 2018  |
| Complete deployments of Govern and New World  | IT          | \$\$\$\$     | 2018  |
| Repair Oak Hill Cemetery roads  | ENG         | \$\$         | 2018  |
| Design surface treatment for City Hall concrete deck  | ENG         | \$           | 2018  |
| Design ventilation modifications at City Services Center vehicle repair area  | ENG         | \$           | 2018  |
| Complete Monterey Dam structural improvements or remove dam   | ENG         | \$\$\$       | 2018  |
| Complete surface treatment of City Hall deck  | ENG         | \$\$\$       | 2018  |
| Replace public building roofs according to the replacement program  | ENG         | \$\$         | 2018  |
| Replace City Hall roof  | ENG         | \$\$\$       | 2018  |
| Design ceiling repairs for upper parking garage at City Hall  | ENG         | \$           | 2018  |
| Install building security system for City Service Center  | ENG         | \$\$         | 2018  |
| Renovate Council Chambers including HVAC modifications  | ENG / IT    | \$\$\$       | 2018  |
| Replace DPW radio communication system  | OPS         | \$\$\$       | 2018  |
| Acquire salt brine manufacturing system in anticipation of greater use of brine for snow and ice control operations | OPS         | \$\$\$       | 2018  |
| Purchase full-depth pavement reclamation unit   | OPS         | \$\$\$       | 2018  |
| Replace entry sign and scoreboards at Dawson Softball Complex   | REC         | \$           | 2018  |
| Repair asphalt approach, parking lot, re grade areas between fields and fields at Dawson Complex                    | REC         | \$\$         | 2018  |
| Complete Ice Arena upgrades (lower media booths)  | REC         | \$           | 2018  |
| Create pickleball courts  | PARKS       | \$\$         | 2018  |
| Hire a consultant/design firm for Monterey Park repurposing   | PARKS       | \$           | 2018  |
| Renovate the Lions Beach bath house   | PARKS       | \$\$\$       | 2018  |
| Improve Sandhill Dr. Park   | PARKS       | \$\$         | 2018  |
| Increase accessibility to Lions Pond fishing area   | PARKS / ENG | \$           | 2018  |
| Complete various golf course improvements   | PARKS       | \$\$\$       | 2018  |
| Dredge Traxler Lagoon   | PARKS       | \$\$\$       | 2018  |
| Close a portion of the Clean-Fill Landfill (Demolition Landfill)  | OPS         | \$\$\$       | 2018+ |



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

|   |             |              |              |
|---|-------------|--------------|--------------|
| Construct Phase V of the Sanitary Landfill  | OPS         | \$\$\$\$\$\$ | 2018+        |
| Extend building security system to all public buildings/facilities                        | OPS         | \$\$\$       | 2018+        |
| Complete ventilation modifications at City Services Center vehicle repair area            | ENG         | \$\$\$       | 2019         |
| Implement energy efficiency improvements at the Senior Center                             | ENG         | \$\$\$       | 2019         |
| Design energy efficiency improvements at the Pistol Range                                 | ENG         | \$           | 2019         |
| Replace public building roofs according to the replacement program                        | ENG         | \$\$         | 2019         |
| Repair ceiling on upper garage of City Hall deck  | ENG         | \$\$         | 2019         |
| Complete caulking and painting of aquatics vessels  | REC         | \$           | 2019         |
| Implement RFID tracking on automated trash collection cart                                | OPS         | \$           | 2020         |
| Repurpose Monterey Park for better and more suitable usage                                | PARKS       | \$\$\$       | 2019         |
| Complete various golf course improvements   | PARKS       | \$\$\$       | 2020         |
| Implement energy efficiency improvements at the Pistol Range                              | ENG         | \$\$         | 2020         |
| Update the Sanitary Landfill business plan  | OPS         | \$           | 2020         |
| Replace City Services Center roof   | ENG         | \$\$\$       | 2020         |
| Evaluate Rockport Pool facility   | REC / ENG   | \$           | 2020         |
| Construct Phase I of the Sanitary Landfill expansion                                      | OPS         | \$\$\$\$\$\$ | 2020         |
| Implement energy efficiency improvements at Fire Stations #2 thru #5                      | ENG         | \$\$\$       | 2020 - 2022+ |
| Close Phase IV of the Sanitary Landfill   | ENG         | \$\$\$\$\$\$ | 2021         |
| Complete various golf course improvements   | PARKS       | \$\$\$       | 2021         |
| Construct 3rd apparatus bays at Fire Station #2 and #5 to coincide with roof replacements | FIRE        | \$\$\$\$\$   | 2021+        |
| Implement Northeast Regional Park Plan  | PARKS       | \$\$\$\$\$\$ | 2021+        |
| Renovate the third floor of the Senior Center   | REC         | \$\$\$\$\$\$ | 2021+        |
| Construct a new Riverside Golf Course clubhouse   | PARKS / ENG | \$\$\$\$\$\$ | 2021+        |
| Construct an indoor playground and field  | PARKS / REC | \$\$\$\$\$   | 2021+        |
| Establish Emergency Operations Center (EOC) on City Hall second floor                     | CMO         | TBD          | 2021+        |
| Close Phase V of the Sanitary Landfill  | OPS         | \$\$\$\$\$\$ | 2022+        |



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

**OBJECTIVE #4: Sustain robust water, wastewater, and stormwater systems.**

| Task   | Lead   | Cost Estimate | Estimated Start Year |
|--|--------|---------------|----------------------|
| Evaluate and repair sanitary sewer improvements in conjunction with street repairs   | ENG    | \$\$\$\$\$\$  | Annual               |
| Evaluate and repair water main improvements in conjunction with street repairs   | ENG    | \$\$\$\$\$\$  | Annual               |
| Evaluate and repair storm sewer improvements in conjunction with street repairs  | ENG    | \$\$\$\$      | Annual               |
| Develop and maintain stormsewer cleaning program for catch basins and mains  | OPS    | Op Budget     | Annual               |
| Construct N. Wright Road greenbelt extension from STH 26 to Rotamer Road   | ENG    | \$\$\$\$      | 2017                 |
| Work with a consultant to identify well locations for the north and south pressure zones   | WATER  | \$\$\$\$      | 2017                 |
| Update the Water System Model to reflect the improvements made over the last several years   | WATER  | \$\$          | 2017                 |
| Update watermain replacement program priority scoring in the 2009 Masterplan   | WATER  | \$\$\$        | 2017                 |
| Identify the location for a water tower on the northeast side and obtain an option to purchase the property  | WATER  | \$\$\$\$      | 2017                 |
| Monitor the sanitary sewer collection system to identify inflow/infiltration and capacity concerns   | WWATER | \$\$\$        | 2017                 |
| Hire a consultant to design the new Rock River water main crossing in the north pressure zone  | WATER  | \$\$\$        | 2017                 |
| 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          |
| Complete various projects for TMDL compliance  | ENG    | \$\$\$        | 2017 - 2021          |
| Replace the control valve at Pump Station 8  | WATER  | \$\$\$\$      | 2018                 |
| Install grinders in front of the pumps to prevent plugging caused by wipes being flushed into the system   | WWATER | \$\$\$        | 2018                 |
| Improve Blower #10 intake air to be more efficient   | WWATER | \$\$\$        | 2018                 |
| Install electronic meter reading technology (phase in over several years)  | WATER  | \$\$\$\$      | 2018+                |
| Build a stormwater pond along Black Bridge Road on school property to help with flooding at Mt. Zion Avenue near Lexington Drive                           | ENG    | \$\$\$        | 2019                 |
| Improve DAFT process by installing updated equipment at the Wastewater Treatment Plant   | WWATER | \$\$\$\$\$\$  | 2019                 |
| Design the electrical system transfer to Wastewater Treatment Plant use of the generated power after the agreement with Alliant Energy expires             | WWATER | \$\$\$        | 2020                 |



# CITY OF JANESVILLE

## *Wisconsin's Park Place*

### 2017 - 2021 STRATEGIC PLAN

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

|  |        |              |       |
|--|--------|--------------|-------|
| Update the SCADA system used by the Water & Wastewater utilities to a more modern system                     | WWATER | \$\$\$       | 2020  |
| Improve high strength waste storage at the Wastewater Treatment Plant  | WWATER | \$\$\$\$\$\$ | 2020  |
| Install a new water main crossing the Rock River to improve system reliability                               | WATER  | \$\$\$\$\$\$ | 2020  |
| Potential project for TMDL compliance for Kiwanis Pond diversion   | ENG    | \$\$\$\$     | 2021  |
| Update the gas conditioning skid at the Wastewater Treatment Plant   | WWATER | \$\$\$\$\$\$ | 2021  |
| Purchase a new 200KW micro turbine for Wastewater Treatment Plant  | WWATER | \$\$\$\$\$\$ | 2021+ |
| Complete necessary updates for Wastewater Treatment Plant to meet permit requirements for phosphorus removal | WWATER | \$\$\$\$     | 2021+ |
| Monitor system demand to determine need for additional wells in north and south zones                        | WATER  | \$           | 2021+ |
| Construct a new water tower / well on the City's northeast side  | WATER  | \$\$\$\$\$\$ | 2021+ |

**OBJECTIVE #5: 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<br>SRVS                | INHS          | Annual               |
| Rewrite the sign code for consistency with Comprehensive Plan                                     | BLDG DEV<br>SRVS                | \$            | 2017                 |
| Implement mobile workforce  | IT                              | \$\$\$        | 2017+                |
| Update the Comprehensive Plan   | PLAN SRVS                       | \$\$          | 2018                 |
| Rewrite/update zoning ordinance and subdivision ordinance for consistency with Comprehensive Plan | PLAN SRVS<br>/ BLDG DEV<br>SRVS | \$\$          | 2019                 |



# 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.



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

**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               |
| Develop a master list of volunteers / local organizations that work with the City   | HR          | INHS          | 2017                 |
| Create a City-wide volunteer coordinator position to assess needs of program and manage volunteers  | HR / CMO    | \$            | 2017                 |
| Research a potential partnership with Premiere Tennis and Fitness for youth tennis lessons  | REC         | INHS          | 2017                 |
| 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          | 2017+                |
| Facilitate discussions with the Rock County 4-H Board to keep the County Fair in Janesville   | CMO         | INHS          | 2017+                |
| Explore partnership with UW-Rock County for an internship program   | HR / CMO    | \$            | 2018                 |
| Implement a City-wide volunteer program (e.g. training, recognition, tracking)  | HR          | \$            | 2018                 |
| Develop a community-wide survey to explore partnership ideas and opportunities  | CMO         | \$            | 2018                 |

**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 opportunities for shared staffing among local governments (e.g. marketing, graphic design, etc.)      | CMO       | \$            | 2017                 |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

**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               |

# 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.



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 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               |
| Training for employees to improve interview skills (internal promotions)           | HR        | INHS          | Bi-annual            |
| Training for employees to improve communication skills, including Toastmasters     | HR        | \$            | 2017                 |
| Explore feasibility of mentorship program  | HR        | INHS          | 2018                 |
| 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          | 2021                 |
| Conduct an employee engagement survey  | HR        | \$            | 2021                 |
| Explore the feasibility of creating individual employee total compensation reports | HR        | INHS          | 2021+                |

**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            |
| Explore feasibility of City college scholarship for Janesville HS students upon graduation; student works for the City | CMO       | INHS          | 2020                 |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 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               |
| Reward employees with a bonus for ideas implemented that realize a significant cost savings to the City | CMO    | \$\$          | Annual               |
| 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               |
| Obtain feedback in health plan changes from Health Plan Committee     | HR        | INHS          | Annual               |
| Conduct Health Risk Assessments                                       | HR        | \$            | Bi-Annual            |
| Research ways to amend health plan to incentivize and reward wellness | HR        | INHS          | 2017                 |
| Create and budget for a full-time Safety Coordinator position         | CMO / HR  | \$\$          | 2017                 |
| Prepare the City for 2018 ACA requirements (i.e., Cadillac tax)       | HR        | TBD           | 2017 - 2018          |
| 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*

### 2017 - 2021 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               |
| Establish a Riverfront Entertainment District                      | ED                | \$            | 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 | FIN       | \$\$\$\$\$\$  | 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               |



# 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*

## 2017 - 2021 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  | JFD  | INHS          | Annual               |
| Complete Fire Department vehicle replacement per scheduled plan   | JFD  | \$\$\$\$\$\$  | Annual               |
| Develop and expand Fire Department training competencies  | JFD  | INHS          | Annual               |
| Evaluate & implement master Fire Department training plan   | JFD  | INHS          | Annual               |
| Implement of NFA training for Fire Department Officers  | JFD  | \$            | Annual               |
| Send all Fire Department Officers and acting officers through COLA & Blue Card training   | JFD  | \$            | Annual               |
| Implement Department Succession Training Program  | JFD  | \$            | Annual               |
| Evaluate future Fire Station sites  | JFD  | \$            | 2017                 |
| Repair the Fire Training Center parking lot, training tower, SCBA maze & training house   | JFD  | TBD           | 2017                 |
| Conduct annual review training and re-establish annual review requirements, including development of Personal Development Plans for all personnel | JFD  | \$            | 2017                 |
| Apply for Safer Grant to provide staffing for 5th Ambulance at Fire Station #3  | JFD  | \$            | 2017                 |
| Procure property for Fire Station #6  | JFD  | \$\$\$        | 2017                 |
| Develop and implement performance measurements to aid in completing an Evaluation of Standards for Cover (for ISO & Accreditation)                | JFD  | \$            | 2017                 |
| Request ISO review of updated evaluation information for classification rating  | JFD  | INHS          | 2017                 |
| Aid in the development of County-wide FD Operational Procedures   | JFD  | \$            | 2017                 |
| Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)                       | JFD  | \$\$          | 2017                 |
| Improve specialized teams training props  | JFD  | \$\$\$        | 2017                 |
| Build partnerships with mental health professionals to provide JPD officers crisis strategy information 24/7                                      | JPD  | \$            | 2017                 |
| Attain re-accreditation for the Police Department   | JPD  | \$            | 2017                 |
| - Seek out additional employees and volunteers to take part in obtaining proofs for standards   | JPD  |               | Annual               |
| - Build standard files  | JPD  |               | Annual               |
| - Conduct mock assessment and onsite assessment   | JPD  |               | 2017                 |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

|   |          |              |             |
|---|----------|--------------|-------------|
| Complete replacement of Police Department SWAT safety gear body armor   | JPD      | \$\$         | 2018        |
| Partner with existing large buildings and schools to install repeaters  | JPD      | TBD          | 2018        |
| Add a Mental Health Police Officer to address the challenges of mental health issues in our community   | JPD      | \$\$         | 2018        |
| Pursue Fire Department accreditation  | JFD      | \$           | 2018        |
| Upgrade alerting systems at all Fire Stations   | JFD      | \$\$         | 2018        |
| Add one Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations                          | JFD      | \$\$         | 2018        |
| Upgrade the Fire Training Center Live Burn facility to meet current safety and environmental standards  | JFD      | \$\$         | 2018        |
| Procure property for Fire Station #7  | JFD      | \$\$\$       | 2018        |
| Add six staff to fully implement a fifth ambulance (Fire Station #3)  | JFD      | \$\$\$\$     | 2018        |
| Create a part-time IT Specialist position to fulfill Fire Department IT needs   | IT       | \$\$         | 2018        |
| Add three Police Officers, one Detective, and a part-time Crime Analyst to address population growth and implement community-policing initiatives | JPD      | \$\$\$       | 2018 - 2020 |
| Add one Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations                          | JFD      | \$\$         | 2019        |
| Re-evaluate consolidation of Fire and/or EMS services in the County   | JFD      | \$           | 2019        |
| Construct, equip, and staff Fire Station #6   | JFD      | \$\$\$\$\$\$ | 2019        |
| Add one Administrative Battalion Chief responsible for Fire Department training program   | JFD      | \$\$         | 2020        |
| Construct, equip, and staff Fire Station #7   | JFD      | \$\$\$\$\$   | 2021        |
| Fulfill adequate staffing for 2nd Truck Company   | JFD      | \$\$\$       | 2021        |
| Install community surveillance cameras in all facilities and public areas/parks   | IT / OPS | \$\$\$\$\$   | 2021+       |
| Add three Police Officers and one Detective to address population growth, crime trends, and implement community-policing initiatives              | JPD      | \$\$\$       | 2021+       |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

**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               |
| Identify cultural organizations/communities within Janesville and seek opportunities to partner with them | REC  | \$            | 2017                 |
| Develop a Recreation Master Plan  | REC  | \$            | 2018                 |
| Consider staffing Lions Beach with lifeguards   | REC  | \$            | 2018                 |
| Attain re-accreditation for the Senior Center   | REC  | \$            | 2021                 |

**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                                 | JPD  | \$            | Annual               |
| - Remove guns from domestic violence violators  | JPD  |               |                      |
| - Research and evaluate offender services   | JPD  |               |                      |
| - Target repeat offenders   | JPD  |               |                      |
| - Community outreach for support in shared goal   | JPD  |               |                      |
| Reduce heroin overdoses by 5% over a 5 year period  | JPD  | \$            | Annual               |
| - Expand Rx Alert Program regionally  | JPD  |               |                      |
| - Partner with Janesville Schools to begin heroin programming                                 | JPD  |               |                      |
| - Community outreach, publicity   | JPD  |               |                      |
| Promote fire sprinkler education and adoption through public side-by-side burn demonstrations | JFD  | INHS          | Annual               |
| Project and define the next neighborhoods to partner with to reduce crime                     | JPD  | \$            | 2017                 |
| - Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst          | JPD  | \$            | 2018                 |
| - Analyze call data and produce hot spot maps to identify high crime areas                    | JPD  |               |                      |
| - Increase the neighborhood watch program   | JPD  |               |                      |
| - Continue community outreach to build relationships with neighborhoods                       | JPD  |               |                      |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

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

| Task  | Lead      | Cost Estimate | Estimated Start Year |
|---|-----------|---------------|----------------------|
| Continued coordination/participation with Rock County Emergency Management                | JPD / JFD | INHS          | Annual               |
| Accessible building pre-plans for emergency & non-emergency access for all Divisions      | JFD       | \$            | 2017                 |
| Create a Emergency Management Program Manager position                                    | CMO       | \$\$          | 2017                 |
| Develop a Emergency Management Volunteer Management Plan                                  | REC       | \$            | 2017                 |
| Install emergency generators at all Fire Stations   | JFD       | \$\$\$        | 2017                 |
| Conduct a live emergency preparedness exercise for entire City every five years           | JPD / JFD | \$            | 2018                 |
| Complete National Incident Management System (NIMS) recertification of the City workforce | ALL DEPTS | INHS          | 2020                 |
| Construct addition to current Police Services Building                                    | JPD       | \$\$\$\$\$\$  | 2021+                |

**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  | \$            | Annual               |
| Implement vacant building ordinance, if found to be feasible/desirable                            | NCS  | INHS          | 2017                 |
| Explore feasibility of implementing a limited homeless preference for the Rent Assistance Program | NCS  | INHS          | 2017                 |
| Develop an Affirmatively Furthering Fair Housing Plan   | NCS  | \$            | 2018                 |
| Develop 2020 - 2024 Consolidated Plan for housing & community development programs                | NCS  | INHS          | 2019                 |
| Implement an Affirmatively Furthering Fair Housing Plan   | NCS  | INHS          | 2019                 |
| Develop the Rent Assistance Program five-year plan for 2020 - 2024                                | NCS  | INHS          | 2019                 |



# CITY OF JANESVILLE

*Wisconsin's Park Place*

## 2017 - 2021 STRATEGIC PLAN

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

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

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