



CITY OF JANESVILLE

Wisconsin's Park Place:

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

2018 - 2022 STRATEGIC PLAN





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2018-2022

STRATEGIC PLAN

Table of Contents

Overview	1
Legend.....	2
Strategic Goals	
Downtown.....	3
Economy	6
Financial Sustainability	9
Image & Engagement.....	11
Infrastructure	14
Partnerships	22
Performance Culture	24
Rock River Corridor.....	27
Safe & Healthy Community	29



CITY OF JANESVILLE

Wisconsin's Park Place

The City of Janesville 2018-2022 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. Track the progress of the City's strategic goals by visiting our Park Place Performs! dashboard at performance.ci.janesville.wi.us.

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

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

MISSION: The primary purpose we serve as an organization.

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

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

ADAPTABILITY

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

RESPECT

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

SERVICE

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

COMMUNICATION

We value transparency through honest and clear communications.

2018 – 2022 STRATEGIC PLAN OVERVIEW

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

2018 - 2022 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

2018 - 2022 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 Janesville, Inc. (DJI) to promote events	ED / MIG I	INHS	Annual
Promote and facilitate the development of additional market-rate housing within and immediately adjacent to the downtown	ED	INHS	Annual
Complete comprehensive signage for downtown	DPW	\$\$\$	2018
Review adding cameras to various areas (alleys, intersections, etc.) visible to the public to promote safety and increase interest in visiting	JPD / OPS / IT	\$\$\$\$	2020
Establish a Heritage Trail in downtown Janesville	DPW	\$	2020
Consider gateway signage that would be installed near the 5 Points, Centerway and Milton, and any other main entrances to the downtown	DPW	\$\$\$	2022+

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 BID Board to facilitate the establishment of unified business operating hours to gain continuity between businesses	ED	INHS	2018
Facilitate the exploration, creation, and operation of a "Main Street" and/or similarly structured organizations to manage the downtown	ED	\$	2021

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	\$\$\$	2020



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 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	\$\$\$	2018
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

2018 - 2022 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
Create a City-wide micro-loan program for current business	ED	\$\$\$	2019

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 Janesville development summit	ED	\$	2018

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

Task	Lead	Cost Estimate	Estimated Start Year
Encourage and facilitate redevelopment of Janesville's older commercial corridors	ED	INHS	Annual
Review City Ordinances to determine if unnecessary barriers are created to development and propose changes, if practical	BLDG DEV SRVS / ED	INHS	Annual
Review and streamline the City's permitting and inspection processes	BLDG DEV SRVS	INHS	Annual
Review ordinance and zoning on duplex land divisions	PLAN SRVS	INHS	2018

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

Task	Lead	Cost Estimate	Estimated Start Year
Plan for potential redevelopment of the former General Motors Assembly facility	ED/PLAN SRVS	INHS	2018



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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
Assist in the development of the SHINE Medical Technologies site	ED	\$\$\$\$\$\$	Annual
Revise Council Policy #77 - Economic Development Strategy	ED	\$	2018

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	\$\$	Annual
Evaluate options to grow existing industrial parks	ED	\$\$\$\$\$\$	Annual
Pursue the construction of a westside City bypass	DPW	\$\$\$\$\$\$	2022+
Pursue the construction an eastside City bypass	DPW	\$\$\$\$\$\$	2022+

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

2018 - 2022 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	FIN	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 on levy limits and alternative revenue sources	CMO	INHS	Annual
Update cost recovery goals and adjust rates / service fees to meet these goals	FIN	INHS	Annual
Conduct rate studies of water & wastewater fees	DPW	INHS	Biennial
City-wide revaluations of property values (market updates) beginning in 2019	ASSR	\$\$	Biennial

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 #75 on Debt Management	CMO / FIN	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 #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

2018 - 2022 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	\$	2018
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	2019
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
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 prior to budget development to advise on City information and engagement efforts	MIG I	INHS	Biennial
Explore re-codification of City Ordinances	CTO	\$	2019
Create an infographic for City financials	MIG I	INHS	2019
Explore and potentially implement opportunities to partner with schools to teach high school students about local government with presentations or hands-on exercises	MIG I	INHS	2019
Conduct a City-wide customer satisfaction survey	MIG I	\$	2022+



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 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 and staff	CMO / MIG I	\$	Annual
Execute the City's annual legislative program	MIG I	\$	Annual
Host a State Legislative Roundtable Discussion	MIG I	INHS	Biennial

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

Task	Lead	Cost Estimate	Estimated Start Year
Update and implement the comprehensive strategic communications plan	MIG I	\$	Annual
Update the 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 City Council and staff of City initiatives.

Task	Lead	Cost Estimate	Estimated Start Year
Provide the bi-weekly City Report to the City Council and City staff to highlight recent City activities	MIG II	INHS	Annual
Conduct City Manager all-employee ("all hands") meetings	CMO	\$	Semi-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

2018 - 2022 STRATEGIC PLAN

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

Task	Lead	Cost Estimate	Estimated Start Year
Complete design of Milwaukee Street bridge replacement (DOT project)	ENG	\$\$\$	2018
Complete west side of Town Square Phase II, Milwaukee Street to Dodge Street	ENG	\$\$\$\$\$	2018
Convert Court Street to two-way traffic	ENG	\$\$\$	2018
Convert River Street from Court St. to Milwaukee St. to a festival street	ENG	\$\$\$\$\$	2018
Complete design of conversion of River Street to a festival street	ENG	\$\$\$	2018
Construct an outdoor fitness court	PARKS/ENG	\$	2018
Complete design of resurfacing and streetscape improvements for W. Milwaukee Street	ENG	\$\$\$	2018 - 2019
Reconstruct the Milwaukee Street bridge (DOT project)	ENG	\$\$\$\$	2018 - 2019
Construct east side of Town Square	ENG	\$\$\$\$\$\$	2019
Install Franklin Street streetscape improvements (Mineral Point Avenue to Dodge Street)	ENG	\$\$\$\$	2020
Reconstruct and complete streetscape improvements for W. Milwaukee Street	ENG	\$\$\$\$\$	2020
Design resurfacing and streetscape improvements for E. Milwaukee Street	ENG	\$\$\$	2020 - 2021
Reconstruct and complete streetscape improvements for E. Milwaukee Street	ENG	\$\$\$\$\$	2022
Construct public bathroom, Volunteer Park on Main Street	ENG	\$\$\$\$	2022
Construct public bathroom, South River Street	ENG	\$\$\$\$	2022+

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	\$\$\$\$\$\$	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



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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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
Consider pedestrian crossing improvements for City trails when impacted by street rehabilitation program	DPW	\$	Annual
Install GPS technology on all transit buses to implement automatic annunciation of stops for ADA compliance and increased customer satisfaction	JTS	\$\$\$\$	2018
Implement Transit Development Plan (TDP) recommendations	JTS	\$\$	2018
Design Innovation Drive Improvements from Dollar General to USH 51	ENG	\$\$	2018
Design extension of Northeast Regional Trail from north of Sandhill Drive to E. Rotamer Road	ENG	\$	2018
Provide Project Manager for design of urban street cross section construction on Ruger Avenue from Wright Road to USH 14.	ENG	\$\$	2018
Replace aging sign shop technology	OPS	\$	2018
Design rehabilitation of S. Main Street from St. Lawrence Avenue to E. Racine Street (LRIP)	ENG	INHS	2018
Design reconstruction of USH 14 from Milton Avenue to Deerfield Drive (DOT project)	ENG	\$\$	2018+
Procure replacement service van	JTS	\$	2019
Install exterior cameras on all buses	JTS	\$	2019
Install replacement video surveillance system at the Transfer Center	JTS	\$\$	2019
Continue to implement GPS tracking technology on all snow / ice control equipment	OPS	\$	2019
Complete a City-wide inventory of street signs and develop a management/replacement system which meets Federal Highway Administration requirements	OPS	\$	2019
Construct Innovation Drive to USH 51	ENG	\$\$\$\$\$\$	2019
Rehabilitate S. Main Street from St. Lawrence Avenue to E. Racine Street (LRIP)	ENG	\$\$\$\$	2019
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 Wright Road to USH 14 (DOT project)	ENG	\$\$\$\$\$	2019
Support DOT Center Ave. Reconditioning & RR Bridge Replacement Project	ENG	\$\$\$	2019+
Install new fare boxes on all transit buses	JTS	\$	2020
Replace remaining circa 1979 brown JTS passenger shelters	JTS	\$\$	2020



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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Design rehabilitation of Ruger Avenue from E. Court Street to S. Lexington Drive (LRIP)	ENG	INHS	2020
Rehabilitate Ruger Avenue from E. Court Street to S. Lexington Drive (LRIP)	ENG	\$\$\$\$\$	2021
Install new passenger shelters as recommended by TDP	JTS	\$\$	2021
Reconstruct USH 14 from Milton Avenue to Deerfield Drive (DOT project)	ENG	\$\$\$	2022
Design / construct a pedestrian connection from STH 26 to Glacial River Trail	DPW	\$\$\$\$\$	2022+
Complete improvements to Peace Trail	PARKS	\$\$\$	2022+
Complete bike trail gaps	PARKS	\$\$\$\$	2022+
Complete the extension of the Fisher Creek Trail	PARKS / ENG	\$\$\$\$\$\$	2022+
Install solar lighting in all City-owned JTS passenger shelters	JTS	\$\$	2022 +
Rebuild Peace Park playground	PARKS	\$\$\$\$	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
Conduct major concrete joint/panel repairs	ENG	\$\$	Annual
Maintain City network to adapt to evolving technologies	IT	\$\$\$	Annual
Complete various golf course improvements	PARKS	\$\$\$	Annual
Parking ramp inspection, joint repair and crack filling	ENG	\$	2018
Investigate feasibility of landfill solar project	OPS	INHS	2018+
Complete deployments of Govern and New World	IT	\$\$\$\$	2018
Design surface treatment for City Hall concrete deck	ENG	\$	2018
Replace City Hall roof, 4th floor HVAC and Council Chamber improvements	ENG/IT	\$\$\$\$\$	2018
Replace DPW radio communication system	OPS	\$\$\$\$\$	2018
Complete caulking and painting of aquatics vessels	REC	\$\$	2018
Electrical Upgrades at Dawson Complex (electrical boxes, re-wiring, etc)	REC / OPS	\$\$\$	2018
Improve Sandstone Dr. Park	PARKS	\$\$	2018
Complete a feasibility study for an indoor sports complex	REC	\$	2018
Construct Phase V of the Sanitary Landfill	ENG	\$\$\$\$\$\$	2018



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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

Superfund site remediation project	ENG	\$\$\$	2018
Create pickleball courts at Riverside Park	PARKS	\$\$	2018
Implement City Hall Phase 2 building security system	ENG / OPS	\$	2018
Extend Metropolitan Area Network (MAN) to most City facilities	IT / ENG	\$\$\$\$\$	2018+
Complete a Landfill Expansion - ISI/Feasibility/Plan of Operation	OPS	\$\$\$\$\$\$	2018+
Procure clay and other soils for Sanitary Landfill	OPS	\$\$\$\$\$	2018+
Construction of a 17,999 sf parks storage building (design in 2018)	ENG	\$\$\$\$	2019
Complete implementation of LED pedestrian crossing conversion	OPS	\$\$	2019
Update Police Services Building security system	ENG / OPS	\$	2019
Update Water Utility Building security system	ENG / OPS	\$	2019
Resurface yard waste drop off site	ENG	\$\$\$	2019
Repair Oak Hill Cemetery roads	ENG	\$\$	2019
Incorporate a pet cemetery at Oak Hill Cemetery	PARKS	\$	2019
Acquire salt brine manufacturing system in anticipation of greater use of brine for snow and ice control operations	OPS	\$\$\$\$	2019
Purchase full-depth pavement reclamation unit	OPS	\$\$\$	2019
Repair asphalt approach, parking lot, regrade areas between fields and fields at Dawson Complex	REC	\$\$	2019
Increase accessibility to Lions Pond fishing area	PARKS / ENG	\$	2019
Close a portion of the Clean-Fill Landfill (Demolition Landfill)	ENG	\$\$\$\$	2019
Complete surface treatment of City Hall deck	ENG	\$\$\$\$	2019
Repair ceiling on upper garage of City Hall deck	ENG	\$\$\$	2019
Design major upgrades to City Services Center	ENG	\$\$	2019
Purchase additional waste collection carts	OPS	\$\$	2019
Complete Ice Arena upgrades (lower media booths)	REC	\$	2019
Establish wireless internet in parks and outlying recreational facilities	REC / PARKS / IT	\$	2019
Complete design for indoor sports complex	REC	\$\$\$	2019
Establish permanent Emergency Operations Center (EOC) at City Hall	DPW / IT	\$\$\$\$	2019
Recreation Master Plan	REC	\$	2019
Replace Roof at Pump Station #4	ENG	\$	2019



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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Attain APWA accreditation for the Department of Public Works	DPW	INHS	2019 - 2020
Hire a consultant/design firm for Monterey Park repurposing	PARKS	\$	2020
Extend security system to Fire Stations #2 - #5	ENG / OPS	\$\$\$	2020
Implement RFID tracking on automated trash collection cart	OPS	\$\$\$	2020
Update the Sanitary Landfill business plan	OPS	\$	2020
City Services Center major upgrades (roof, mechanicals, interior, security, ventilation, etc)	ENG	\$\$\$\$\$\$	2020
Evaluate Rockport Pool facility	REC / ENG	\$	2020
Construct Phase I of the Sanitary Landfill expansion	ENG	\$\$\$\$\$\$	2020
Construct indoor sports complex	REC	\$\$\$\$\$\$	2020
Replace roof at Fire Station #3	ENG	\$\$	2020
Install pump track at Bond Park	Parks	\$\$	2020
Repurpose Monterey Park for better and more suitable usage	PARKS	\$\$\$	2021
Close Phase IV of the Sanitary Landfill	ENG	\$\$\$\$\$\$	2021
Replace Roofs at Fire Stations #2 & #5	ENG	\$\$	2021
Replace Roof on Senior Center Addition	ENG	\$	2021
Refurbish Transit Transfer Center	JTS	\$\$\$\$	2021
Update City Hall fire alarm and smoke detector system	ENG	\$\$\$\$	2022
Renovate the Lions Beach bath house	PARKS	\$\$\$	2022
Evaluate and construct Fire Station #3 renovation/rebuild	ENG	\$\$\$\$\$\$	2022+
Evaluate Northeast Regional Park usage	PARKS	\$\$\$\$\$\$	2022+
Renovate the third floor of the Senior Center	REC	\$\$\$\$\$\$	2022+
Dredge Traxler Lagoon	PARKS	\$\$\$	2022+
Close Phase V of the Sanitary Landfill	OPS	\$\$\$\$\$\$	2022+

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



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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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	\$\$	Annual
Create second of two positions to implement preventative maintenance program for catch basins and stormsewer mains (first in 2017; second in 2018)	OPS	\$\$	2018
Purchase second leaf vacuum truck	OPS	\$\$\$	2018
Complete various projects for Stormwater TMDL compliance	ENG	\$\$\$	2018 - 2022
Construct N. Wright Road greenbelt extension from STH 26 to Rotamer Road	ENG	\$\$\$\$	2019
Explore building a stormwater pond along Black Bridge Road on school property to help with flooding at Mt. Zion Avenue near Lexington Drive	ENG	INHS	2019
Replace the control valve at Pump Station No. 8	WATER	\$\$	2020
Work with a consultant to identify well locations for the north and south pressure zones	WATER	\$\$\$\$\$	2020
Improve DAFT process by designing updated equipment at the Wastewater Treatment Plant	WWATER	\$	2020
Design the electrical system transfer to Wastewater Treatment Plant use of the generated power after the agreement with Alliant Energy expires	WWATER	\$	2020
Update the SCADA system used by the Water & Wastewater utilities to a more modern system	WWATER	\$\$	2020
Update the gas conditioning skid at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$	2020+
Improve high strength waste storage at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$	2020+
Improve DAFT process by installing updated equipment at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$	2021
Explore potential project for TMDL compliance for Kiwanis Pond diversion	ENG	INHS	2021
Install electronic meter reading technology (phase in over several years)	WATER	\$\$\$\$\$	2021+
Monitor system demand to determine need for additional wells in north and south zones	WATER	\$	2021+
Complete necessary updates for Wastewater Treatment Plant to meet permit requirements for phosphorus removal	WWATER	\$\$\$\$\$	2022
Install grinders in front of the pumps to prevent plugging caused by wipes being flushed into the system	WWATER	\$	2022
Improve Blower #10 intake air to be more efficient	WWATER	\$\$\$	2022
Install a new water main crossing the Rock River to improve system reliability	WATER	\$\$\$\$\$	2022+
Purchase a new 200KW micro turbine for Wastewater Treatment Plant	WWATER	\$\$\$\$\$	2022+
Construct a new water tower / well on the City's northeast side	WATER	\$\$\$\$\$	2022+



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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

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 SRVS	INHS	Annual
Evaluate and update the Comprehensive Plan as necessary	PLAN SRVS	\$\$	2018 - 2019
Implement mobile workforce	IT	\$\$\$	2018+
Rewrite the sign code for consistency with the Comprehensive Plan	BLDG DEV SRVS	\$	2018+
Rewrite/update zoning ordinance and subdivision ordinance for consistency with Comprehensive Plan	PLAN SRVS / BLDG DEV 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.



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 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 event	CMO	\$	Annual
Leverage volunteers in the workforce, where applicable	ALL DEPTS	INHS	Annual
Implement a City-wide volunteer program (e.g. training, recognition, tracking)	HR	\$	2018
Facilitate discussions with the Rock County 4-H Board to keep the County Fair in Janesville	CMO	INHS	2022+

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

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

2018 - 2022 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
Continue to seek new ways to attract, retain, and mentor a talented and engaged workforce	HR	INHS	Annual
Conduct training for employees to improve interview skills (internal promotions)	HR	INHS	Biennial
Conduct training for employees to improve communication skills, including Toastmasters	HR	\$	2018
Renegotiate two labor agreements	HR / CMO	\$	2018
Conduct a review of the personnel policies	HR	INHS	2018
Execute training for employees to improve communication skills, including Toastmasters	HR	\$	2018
Review the Employee Engagement Task Force's (EETF) Report and Recommendations and implement recommendations determined feasible by the City's leadership team	ALL DEPTS	\$\$	2018+
Transition DPW employees to administrative pay plan	HR / DPW	INHS	2019
Explore the feasibility of creating individual employee total compensation reports	HR	INHS	2019
Conduct an employee engagement survey	HR	\$	2019
Explore feasibility of implementing online employee payroll forms	HR / FIN	INHS	2022

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	ALL DEPTS	INHS	Annual
Conduct refresher diversity training program	HR	\$	Biennial
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

2018 - 2022 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 speak to community groups	CMO	INHS	Annual
Encourage employees to serve in leadership roles in their professional organizations	CMO	INHS	Annual
Encourage employees to attend and speak at their state and regional conferences	CMO	INHS	Annual

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	ALL DEPTS	INHS	Annual
Obtain feedback in health plan changes from Health Plan Committee	HR	INHS	Annual
Conduct Health Awareness Assessments	HR	\$	Annual
Explore feasibility of and potentially create a wellness clinic	HR	TBD	2019
Host a "Healthy U Expo," including vendors and experts providing information and advice to employees on healthy habits	HR	\$	2022
Build showers at appropriate City facilities	DPW	\$	2022+

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

2018 - 2022 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	\$	2020
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, including funding partnerships	PLAN SRVS	INHS	Annual
Research sustainable revenue sources for the Riverfront Acquisition Fund in order to purchase properties adjacent to the Rock River	FIN	INHS	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
Initiate Monterey Area River Restoration (MARR)	ENG	\$\$\$\$\$\$	2018
Support establishment of new "Friends of the Monterey Area" group	PARKS	INHS	2019

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

2018 - 2022 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 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
Conduct annual review training and re-establish annual review requirements, including development of Personal Development Plans for all personnel	JFD	\$	Annual
Aid in the development of County-wide FD Operational Procedures	JFD	\$	Annual
Improve specialized teams training props	JFD	\$\$\$	2018
Complete replacement of Police Department SWAT safety gear and body armor	JPD	\$\$	2018
Partner with existing large buildings and schools to install repeaters	JPD	TBD	2018
Implement ICAT model of de-escalation of use of force	JPD	\$	2018
Pursue Fire Department accreditation	JFD	\$	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 six staff to fully implement a fifth ambulance (Fire Station #3)	JFD	\$\$\$\$	2018+
Create an IT Support Specialist position to fulfill public safety IT needs	IT	\$\$	2019
Repair the Fire Training Center parking lot, training tower, SCBA maze & training house	JFD / ENG	\$\$	2019
Upgrade alerting systems at all Fire Stations	JFD	\$\$	2019
Add one Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	JFD	\$\$	2019
Upgrade the Fire Training Center Live Burn facility to meet current safety and environmental standards	JFD	\$\$	2019
Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)	JFD	\$\$	2019



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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

Add a Mental Health Police Officer to address the challenges of mental health issues in our community	JPD	\$\$	2019
Replace Cardiac Monitors on all ambulances	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
Update Pistol Range	JPD	\$\$\$\$\$	2019
Replace Body Worn Cameras	JPD	\$\$\$\$	2019
Add one Part-Time Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	JFD	\$\$	2020
Add one Administrative Battalion Chief responsible for Fire Department training program	JFD	\$\$	2020
Attain re-accreditation for the Police Department	JPD	\$	2020
- 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		2020
Construct, equip, and staff Fire Station #7	JFD	\$\$\$\$\$\$	2021
Fulfill adequate staffing for second truck company	JFD	\$\$\$	2021
Install community surveillance cameras in all facilities and public areas/parks	ENG / PARKS	\$\$\$\$\$	2021+
Add three Police Officers and one Detective to address population growth, crime trends, and implement community-policing initiatives	JPD	\$\$\$	2021+

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	\$	Annual
Investigate various Recreation registration/facility booking software	REC	INHS	2018
Identify cultural organizations/communities within Janesville and seek opportunities to partner with them	REC	\$	2018
Develop a Recreation Master Plan	REC	\$	2019
Attain re-accreditation for the Senior Center	REC	\$	2021
Consider staffing Lions Beach with lifeguards	REC	\$	2022+



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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

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	\$	2018
- Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst	JPD	\$	2019
- Analyze data and identify micro hot spots, hot people, hot groups	JPD		
- Increase the neighborhood watch program	JPD		
- Continue community outreach to build relationships with neighborhoods	JPD		

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
Complete National Incident Management System (NIMS) recertification of the City workforce	ALL DEPTS	INHS	Annual
Complete Emergency Management Volunteer Management Plan	REC	\$	2018
Conduct a live emergency preparedness exercise for entire City every five years	JPD / JFD	\$	2019
Install emergency generators at all Fire Stations	JFD	\$\$\$	2019
Purchase a command post vehicle to allow the City to establish a proper incident command post near the scene of the event.	JPD / JFD	\$\$\$\$	2019



CITY OF JANESVILLE

Wisconsin's Park Place

2018 - 2022 STRATEGIC PLAN

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

Create a Emergency Management Program Manager position	CMO	\$\$	2019
Meet StormReady guidelines to become a StormReady Community	CMO	INHS	2019
Construct addition to current Police Services Building	JPD	\$\$\$\$\$\$	2022+

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
Encourage and facilitate development of multi-family rental units	PLAN SRVS	INHS	Annual
Implement vacant building program	NCS	\$\$	2018
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

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	JFD	INHS	2018- 2019
Utilize community survey results to determine agency strategies and staffing needs	JPD	INHS	2018 - 2019
Identify funding source to establish a tree trimming program for streets (vehicle damage, blocking street lights, etc.)	DPW	\$\$	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