



CITY OF JANESVILLE

Wisconsin's Park Place:

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

2020 - 2024 STRATEGIC PLAN





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2020-2024 STRATEGIC PLAN

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The City of Janesville 2020-2024 Strategic Plan serves as the road map over the next five years to guide our community's vision to be

THE COMMUNITY OF CHOICE TO REALIZE

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

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

2020 – 2024 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.



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COST ESTIMATE LEGEND

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

DEPARTMENT / DIVISION ABBREVIATIONS

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

DOWNTOWN

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



OBJECTIVES

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



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Actively recruit destination businesses and activities	ED	INHS	Annual
Partner with Downtown Janesville, Inc. (DJI) to promote events	ED / MIG	INHS	Annual
Promote and facilitate the development of additional market-rate housing within and immediately adjacent to the downtown	ED	INHS	Annual
Actively promote the Town Square & Festival Street for public events	REC	INHS	Annual
Consider gateway signage that would be installed near the Five Points, Centerway, and Milton, and any other main entrances to the downtown	DPW	\$\$\$	2024+
Establish a Heritage Trail in downtown Janesville	DPW	\$	2024+
Review adding cameras to various areas (alleys, intersections, etc.) visible to the public to promote safety and increase interest in visiting	JPD / OPS / IT	\$\$\$\$	2024+

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
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	\$\$	2021



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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
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.



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

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

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

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

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
Survey developers on barriers to multifamily housing construction	ED	INHS	2020

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

Task	Lead	Cost Estimate	Estimated Start Year
Assist with the redevelopment of Centennial Industrial Park (former GM site)	ED	INHS	2020+

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



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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	\$\$	Annual
Evaluate options to grow existing industrial parks	ED	\$\$\$\$\$\$	2024+
Pursue the construction of a westside City bypass	DPW	\$\$\$\$\$\$	2024+
Pursue the construction of an eastside City bypass	DPW	\$\$\$\$\$\$	2024+

FINANCIAL SUSTAINABILITY

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



OBJECTIVES

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



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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	INHS	Annual

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
Consider and, if needed, conduct rate study of water fees	DPW / FIN	INHS	Annual
Conduct rate study of wastewater fees	DPW / FIN	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 based on Strategic Plan	MIG	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 Council Policy #75 on Debt Management during Note Issue process to ensure compliance	FIN	INHS	Annual
Review Council Policy #89 on Fund Balance during budget development process to ensure compliance	FIN	INHS	Annual
Implement City Council policy decision to fund half of curb & gutter replacement costs from the Stormwater Utility budget	ENG / FIN	INHS	2020
Explore and possibly implement a Transportation Utility Fund in the 2021 budget	ENG / FIN	\$	2020

IMAGE & ENGAGEMENT

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



OBJECTIVES

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



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Standardize and increase usage of the City's logo, tagline, and colors	MIG	\$	Annual
Utilize multi-media advertising and messaging venues to reach a broader and more diverse audience	MIG	\$	Annual
Develop diverse methods of communication to reach intended markets, such as creating a comprehensive marketing plan to prioritize promotion of programs and services	HPL	\$	Annual
Design, purchase, and utilize posters and banners in City facilities	MIG	\$	2020
Redesign City and Economic Development Websites	MIG	\$	2020

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

Task	Lead	Cost Estimate	Estimated Start Year
Develop relationships with diverse media	MIG	INHS	Annual
Proactively contact media on major issues	MIG	INHS	Annual
Personally invite media to City events	MIG	INHS	Annual
Implement a media training program	HR	\$	Biennial

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	INHS	Annual
Accommodate diverse populations (minority, seniors, etc.) through engagement	MIG	INHS	Annual
Launch community engagement program with Embedded Librarians	HPL	INHS	Annual
Provide quarterly broadcasting classes for the public	JATV	INHS	Annual
Archive JATV video tape library	JATV	INHS	Annual
Implement duplication/transfer services	JATV	INHS	Annual
Conduct a City-wide citizen satisfaction survey	MIG	\$	2020
Create a survey for recreation programs, services, & facilities to be inserted in Activity Guide	REC	INHS	2020
Purchase camera upgrades and replacements	JATV	\$	2020



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

Purchase production van	JATV	\$	2021
Explore and potentially implement opportunities to partner with schools to teach high school students about local government with presentations or hands-on exercises	MIG	INHS	2021
Playback system replacement	JATV	\$	2024+

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	INHS	Annual
Build a strong working relationship with the Wisconsin League of Municipalities	CMO / MIG	INHS	Annual
Build strong working relationships with state and federal legislators and staff	CMO / MIG	\$	Annual
Execute the City's annual legislative program	MIG	\$	Annual
Host a State Legislative Roundtable Discussion	MIG	INHS	Biennial

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

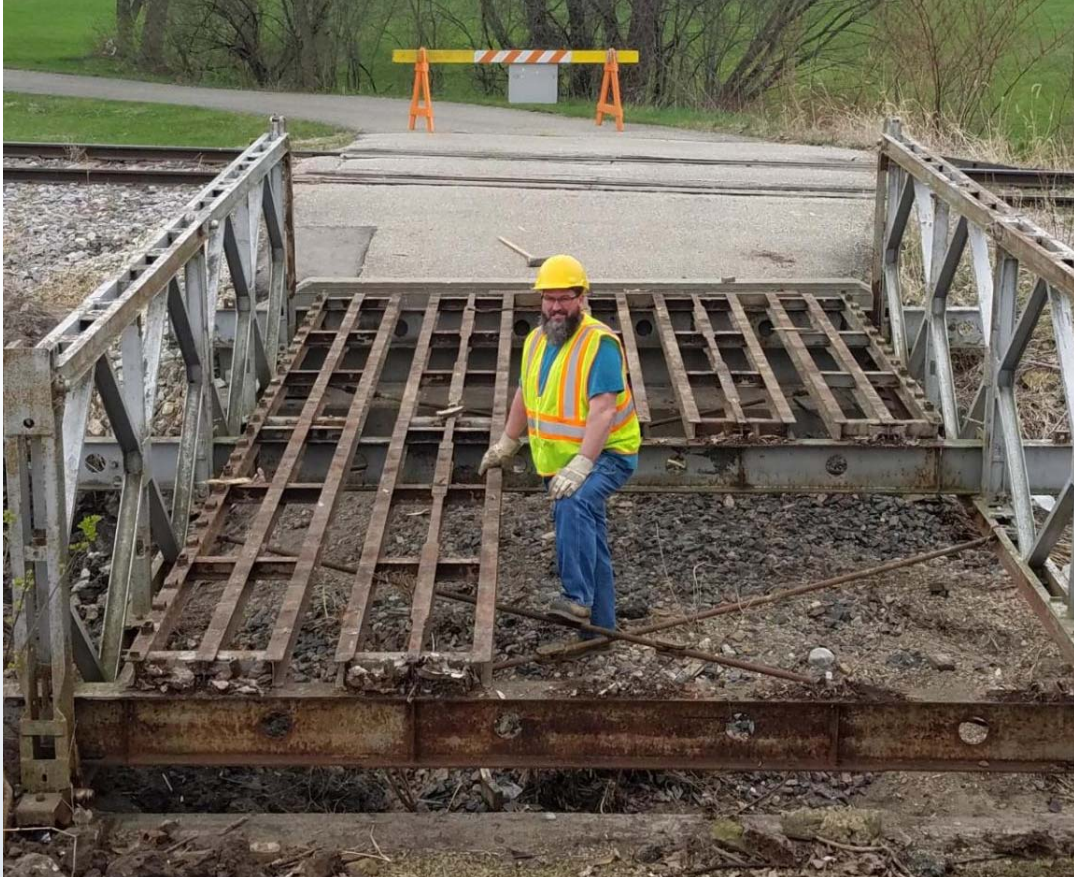
Task	Lead	Cost Estimate	Estimated Start Year
Update and implement the comprehensive strategic communications plan	MIG	\$	Annual
Update the annual Strategic Plan status report	MIG	\$	Annual
Conduct annual "State of the City" address to highlight strategic goal, objective, and task achievement	CMO	\$	Annual

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	INHS	Annual
Conduct City Manager all-employee ("all hands") meetings	CMO	\$	Semi-annual

INFRASTRUCTURE

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



OBJECTIVES

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



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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
Construct east side of Town Square	ENG	\$\$\$\$\$\$	2020
Design resurfacing and streetscape improvements for E. Milwaukee Street	ENG	\$\$\$	2020 - 2021
Reconstruct and complete streetscape improvements for W. Milwaukee Street	ENG	\$\$\$\$\$	2021
Design riverwalk connection to Traxler from Centerway	ENG	\$\$	2021
Construct riverwalk connection to Traxler from Centerway	ENG	\$\$\$\$\$	2022
Reconstruct and complete streetscape improvements for E. Milwaukee Street	ENG	\$\$\$\$\$	2023
Reconstruct River Street / Wall Street from W. Milwaukee to Franklin Street	ENG	\$\$\$\$	2023
Install Franklin Street streetscape improvements (Mineral Point Avenue to Dodge Street)	ENG	\$\$\$\$	2023
Construct public bathroom, Volunteer Park on Main Street	ENG	\$\$\$\$	2024
Reconstruct Jackson Street with concrete pavement from W. Milwaukee Street to Centerway	ENG	\$\$\$\$	2024+
Construct public bathroom, South River Street	ENG	\$\$\$\$	2024+
Design east side riverwalk from Court to Racine Street	ENG	\$	2024+
Construct east side riverwalk from Court to Racine Street	ENG	\$\$\$\$\$	2024+
Design west side riverwalk from Racine to Rockport	ENG	\$	2024+
Construct west side riverwalk from Racine to Rockport	ENG	\$\$\$\$\$	2024+

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
Conduct major concrete joint/panel repairs	ENG	\$\$	Annual
Replace aging traffic signal & street light infrastructure, as needed	OPS	\$\$	Annual
Conduct proactive sidewalk replacement program in coordination with the annual street rehabilitation program	ENG	INHS	Annual



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Complete implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks	ENG	\$\$	Annual
Consider pedestrian crossing improvements for City trails when impacted by street rehabilitation program	ENG	\$	Annual
Investigate adding bike lanes to additional roads throughout the community	DPW	\$	Annual
Complete installation of GPS technology on all transit buses to implement automatic announcement of stops for ADA compliance and increased customer satisfaction	JTS	\$\$\$\$	2020
Bridge Maintenance - Structure #B-53-0137 - Black Bridge Road Over Haul	ENG	\$\$	2020
Design rehabilitation of Ruger Avenue from Randall to S. Lexington (LRIP)	ENG	INHS	2020
Implement traffic signal safety improvements at Racine and Randall	ENG	\$\$\$	2020
Procure three replacement service vehicles	JTS	\$	2020
Begin bus stop rehabilitation for ADA accessibility compliance	JTS / ENG	\$	2020
Design Kennedy Road improvements to urban section 600 feet north and south of Terapin Road	ENG	INHS	2020
Continue to implement GPS tracking technology on all snow / ice control equipment	OPS	\$	2020
Replace aging sign shop technology	OPS	\$\$	2020
Support DOT Center Ave. Reconditioning & RR Bridge Replacement Project	ENG	\$\$\$	2020+
Bridge Maintenance - Structure #B-53-01665- S. Main Street over Spring Brook & Structure #B-53-0147 – Beloit Avenue over Spring Brook	ENG	\$\$	2021
Implement traffic signal safety improvements at Randall and Milwaukee	ENG	\$\$\$	2021
Implement traffic signal safety improvements at Washington and Memorial	ENG	\$\$\$	2021
Rehabilitate S. Main Street from St. Lawrence Avenue to E. Racine Street (LRIP)	ENG	\$\$\$\$	2021
Complete implementation of LED pedestrian crossing conversion	OPS	\$\$\$	2021
Install new fare boxes on all transit buses	JTS	\$\$\$\$	2021
Bridge Maintenance - Structure #B-53-0133 – Bellrichard (Crosby-Willard)	ENG	\$\$\$	2021
Construct Kennedy Road improvements to urban section 600 feet north and south of Terapin Road	ENG	\$\$\$\$	2021
Replace remaining circa 1979 brown JTS passenger shelters	JTS	\$\$	2021 / 2022
Rehabilitate Ruger Avenue from Randall to S. Lexington (LRIP)	ENG	\$\$\$\$\$	2022
Reconstruct USH 14 from Milton Avenue to Deerfield Drive (DOT project)	ENG	\$\$\$	2022
Design rehabilitation of Ruger Avenue from Court/Garfield to Randall (LRIP)	ENG	INHS	2022
Rehabilitate Ruger Avenue from Court/Garfield to Randall (LRIP)	ENG	\$\$\$\$\$	2023
Design / construct a pedestrian connection from STH 26 to Glacial River Trail	DPW	\$\$\$\$\$	2024+
Design rehabilitation of Court Street from Five Points to Sunset (DOT project)	ENG	\$\$\$	2024+
Complete bike trail gaps	PARKS	\$\$\$\$	2024+



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Complete the extension of the Fisher Creek Trail	PARKS / ENG	\$\$\$\$\$\$	2024+
Construct Innovation Drive to USH 51	ENG	\$\$\$\$\$\$	2024+
Install solar lighting in all City-owned JTS passenger shelters	JTS	\$\$	2024+

OBJECTIVE #3: Inventory and actively manage City parks and assets.

Task	Lead	Cost Estimate	Estimated Start Year
Maintain City network to adapt to evolving technologies	IT	\$\$\$	Annual
Complete various golf course improvements	PARKS	\$\$	Annual
Acquire salt brine manufacturing system in anticipation of greater use of brine for snow and ice control operations	OPS	\$\$\$\$	2020
Close a portion of the Clean-Fill Landfill (Demolition Landfill)	ENG	\$\$\$\$	2020
Resurface composting drop off site	ENG	\$\$\$	2020
Evaluate Rockport & Palmer Pool facilities	REC / ENG	\$	2020
Update the Sanitary Landfill business plan	OPS	\$	2020
Phase 2 of construction of landfill Cell 6 (expansion landfill)	ENG	\$\$\$\$\$\$	2020
Explore building a dog park at Northeast Regional Park	PARKS	INHS	2020
Complete deployments of Govern and New World	IT	\$\$\$\$	2020+
Resurface roads at Oak Hill Cemetery	PARKS / ENG	\$\$	2020+
Implement consultant recommendations for VOM	OPS / FIN	\$\$\$	2020+
Begin implementation of wireless internet to outlying recreation facilities	REC / IT	\$	2021
Purchase 75,000 lb. portable hoist for VOM repair shop	OPS	\$\$	2021
Install electronic lube management system in VOM repair shop	OPS	\$	2021
Purchase electronic/hydraulic crane for VOM emergency service vehicle	OPS	\$	2021
Landfill clay procurement	OPS	\$\$\$\$\$\$	2021
Landfill Cell 4 intermediate cover and gas system installation; Cell 5 intermed. Cover	ENG	\$\$\$\$	2021
Address groundwater issues around landfill maintenance building and other areas	OPS	\$\$\$	2021
Install pump track at Bond Park	PARKS	\$\$	2021
Replace nets at Dawson Softball Complex	REC	\$	2021
Hire a consultant/design firm for Monterey Park repurposing	PARKS	\$	2022
Complete general improvements at Dawson Softball Complex (repair concrete, crack seal, asphalt in parking lot and in complex)	REC	\$	2022
Install playground at Schneider Family Park (Naatz)	PARKS	\$\$	2022



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Landfill clay procurement	OPS	\$\$\$\$\$	2023
Landfill Cell 5 gas well installation	ENG	\$\$\$	2023
Replace Traxler Park entrance road and correct drainage	PARKS / ENG	\$\$\$	2023
Transition Govern to .NET	IT	\$\$\$\$\$	2023
Implement RFID tracking on automated trash collection carts	OPS	\$\$\$	2023
Repurpose Monterey Park for better and more suitable usage	PARKS	\$\$\$	2023
SCADA system for landfill gas well fields	OPS	\$\$\$	2023
Evaluate Northeast Regional Park usage	PARKS	\$	2024
Upgrade electrical pole conduits at Dawson Softball Complex	REC	\$\$\$	2024
Convert Dawson Softball Complex Electrical Poles to LED lights	REC	\$\$\$\$	2024
Implement results of aquatics facilities evaluation	REC/ENG	\$\$\$\$	2024
Purchase full-depth pavement reclamation unit	OPS	\$\$\$	2024+
Begin phased implementation of wireless internet in parks	PARKS / IT	\$	2024+
Dredge Traxler Lagoon	PARKS	\$\$\$	2024+
Resurface access road to Lions Pond boat launch	PARKS / ENG	\$	2024+
Rebuild Peace Park playground	PARKS	\$\$\$\$	2024+
Replace Riverside Park entrance road and splash pad parking lot	PARKS / ENG	\$\$\$	2024+

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	\$\$	Annual
Execute water meter replacement program	WATER	\$\$\$\$	Annual
Execute fire hydrant replacement program	WATER	\$\$	Annual
Evaluate and complete, if necessary, various projects for Stormwater TMDL compliance	ENG	\$\$\$	Annual
Improve DAFT process by designing updated equipment at the Wastewater Treatment Plant	WWATER	\$	2020
Walnut Grove pond project	ENG	\$\$	2020



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Install the electrical system transfer to Wastewater Treatment Plant use of the generated power after the agreement with Alliant Energy expires	WWATER	\$\$\$\$\$\$	2020
Install electronic meter reading technology	WATER	\$\$\$\$\$	2020
Convert chlorine building to polymer feed	WWATER	\$\$	2020
Work with a consultant to design well locations for the north and south pressure zones	WATER	\$	2021
Replace influent bar screens	WWATER	\$\$\$\$\$\$	2021
Replace existing grit removal system	WWATER	\$\$\$\$\$\$	2021
Upgrade primary scum screens and concentrator	WWATER	\$\$\$\$	2021
Replace the control valve at Pump Station No. 8	WATER	\$\$	2021
Explore potential project for TMDL compliance for Kiwanis Pond diversion	ENG	INHS	2021
Improve high strength waste storage at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$	2021
Update the SCADA system used by the Water & Wastewater utilities to a more modern system	WWATER	\$\$	2022
Monitor system demand to determine need for additional wells in north and south zones	WATER	\$	2022
Replace WAS DAF's with thickening centrifuges at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$	2022
Update the gas conditioning skid at the Wastewater Treatment Plant	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
Work with consultant to identify route for North Zone River crossing	WATER	\$	2022+
Replace dual fuel boiler with high efficiency boilers	WWATER	\$\$\$	2023
Replace iron sponge for biogas treatment	WWATER	\$\$\$\$\$	2023
Replace digester recirculation pumps	WWATER	\$\$\$	2023
Replace Final Clarifier #1 mechanism	WWATER	\$\$\$\$\$\$	2024
Complete necessary updates for Wastewater Treatment Plant to meet permit requirements for phosphorus removal	WWATER	\$\$\$\$\$	2024
Install a new water main crossing the Rock River to improve system reliability	WATER	\$\$\$\$\$\$	2024+
Purchase a new 200KW micro turbine for Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2024+
Construct a new water tower / well on the City's northeast side	WATER	\$\$\$\$\$\$	2024+
Modify hydraulics for high flow events	WWATER	\$\$\$\$\$	2024+



CITY OF JANESVILLE

Wisconsin's Park Place

2020 - 2024 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
Rewrite/update zoning, subdivision, and building ordinances for consistency with Comprehensive Plan	PLAN / BLDG	\$\$\$	2020+
Update Parks and Open Space Plan	PLAN / PARKS	INHS	2021+

OBJECTIVE #6: Actively manage City facilities.

Task	Lead	Cost Estimate	Estimated Start Year
Complete ADA Facility Barrier Audits	BLDG	\$\$	2020
Replace roofs at Police Services Building, Riverside Park, and Pump Stations #3 & #4	ENG	\$	2020
Replace building and sanitary at compost site	ENG	\$\$\$	2020
Update Pistol Range	JPD	\$\$\$\$\$	2020
Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2020 = Police Services; Police Firing Range; Tallman House; Fire Stations #2, #3, #4, #5; Fire Training Center; Youth Sports Complex; Dawson Field; Pumping Station #10; Well #8)	HR / ALL DEPTS	\$	2020
Replace roof top air handlers and boiler at Hedberg Public Library	ENG	\$\$\$\$\$	2020
Design indoor sports complex	ENG	\$\$\$\$	2020
Design HVAC system and roof in Senior Center	ENG	\$\$\$	2020
Upgrade the Fire Training Center Live Burn facility to meet current safety and environmental standards	JFD	\$\$	2020
Construct a Cold Storage Building for Water Equipment	WATER	\$\$	2021
Design Phase I replacement of City Services Center	ENG	\$\$	2021
Replace City Hall fire alarm and smoke detector system	ENG	\$\$\$\$\$	2021
Replace roof at Transit Transfer Center	ENG	\$	2021
Upgrade HVAC system in Pretreatment Building	WWATER	\$\$\$\$	2021
Update Police Services Building security system	IT/ OPS	\$	2021
Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2021 = Rotary Botanical Gardens; Innovation Center; City Hall; Hedberg Public Library; Fire Station #1; Transit Services Center; Ice Arena; City Services Center; Oak Hill Cemetery; City Storage Garage; Wastewater Treatment Plant; Pumping Station #14; Well #9)	HR / ALL DEPTS	\$	2021
Upgrade HVAC system and replace addition roof at Senior Center	ENG / REC	\$\$\$\$	2021
Architectural design of Transit Transfer Center refurbishment	JTS	\$\$	2021



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Construct indoor sports complex	ENG	\$\$\$\$\$\$	2021+
Complete Ice Arena upgrades (lower media booths)	REC	\$	2022
City Services Center Phase 1 replacement	ENG	\$\$\$\$\$\$	2022
Refurbish Transit Transfer Center	JTS	\$\$\$\$	2022
Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2022 = Riverside Golf Course; Blackhawk Golf Course; Transit Transfer Center; Senior Center; Lion's Beach; Traxler Park; Rockport Park; Palmer Park; Composite Clean Fill; Sanitary Landfill; Water Utility; Pumping Station #12; Well #6)	HR / ALL DEPTS	\$	2022
Replace roofs at Traxler Park, Youth Sports Complex, Riverside Golf Course, and Wastewater Treatment Plant	ENG	\$\$\$	2022
Design Phase II replacement of City Services Center	ENG	\$\$	2022
Evaluate and construct Fire Station #3 renovation/rebuild	ENG	\$\$\$\$\$	2022+
Upgrade HVAC in a number of Treatment Plant buildings	WWATER	\$\$\$\$\$\$	2023
Repair the Fire Training Center parking lot, training tower, SCBA maze & training house	JFD / ENG	\$\$	2023
Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2023 = Police Services; Police Firing Range; Tallman House; Fire Stations #2, #3, #4, #5; Fire Training Center; Youth Sports Complex; Dawson Field; Pumping Station #10; Well #8)	HR / ALL DEPTS	\$	2023
City Services Center Phase II replacement	ENG	\$\$\$\$\$\$	2023
Design Phase III replacement of City Services Center	ENG	\$\$	2023
Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2024 = Rotary Botanical Gardens; Innovation Center; City Hall; Hedberg Public Library; Fire Station #1; Transit Services Center; Ice Arena; City Services Center; Oak Hill Cemetery; City Storage Garage; Wastewater Treatment Plant; Pumping Station #14)	HR / ALL DEPTS	\$	2024
Renovate the Lions Beach bath house	PARKS	\$\$\$	2024
Replace Roofs at Fire Stations #3 & #5, and Pump Station #2	ENG	\$\$\$	2024
Extend security system to Fire Stations #2 - #5	ENG / OPS	\$\$\$	2024
Complete garage addition at Police Services Building	ENG	\$\$\$\$\$\$	2024
Procure property for Fire Station #6	JFD	\$\$\$	2024+
Procure property for Fire Station #7	JFD	\$\$\$	2024+
City Hall First Floor Renovation / Relocation of IT	ENG / IT	\$\$\$\$\$	2024+
Construct a new clubhouse at Riverside Golf Course	PARKS	\$\$\$\$\$\$	2024+
Upgrade Emergency Operations Center (EOC) at City Hall	DPW / IT	\$\$\$\$	2024+
Renovate the third floor of the Senior Center	REC	\$\$\$\$\$\$	2024+
Investigate feasibility of landfill solar project	OPS	INHS	2024+
City Services Center Phase III replacement	ENG	\$\$\$\$\$\$	2024+



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

Rehabilitation of Blackhawk Golf Course clubhouse	ENG/PARKS	\$\$\$\$	2024+
Construct addition to current Police Services Building	JPD	\$\$\$\$\$\$	2024+
Construct, equip, and staff Fire Station #6	JFD	\$\$\$\$\$\$	2024+
Construct, equip, and staff Fire Station # 7	JFD	\$\$\$\$\$\$	2024+

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.



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

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

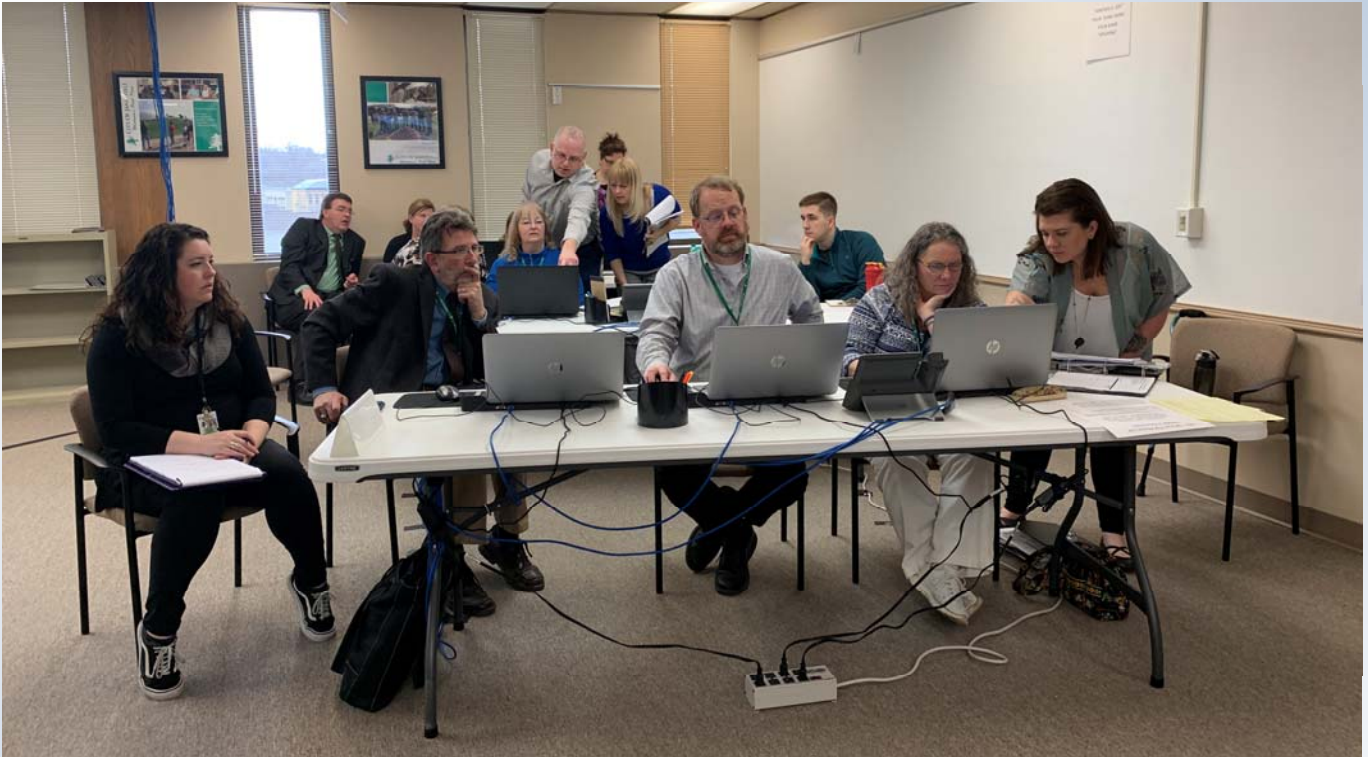
Task	Lead	Cost Estimate	Estimated Start Year
Promote, celebrate, and recognize partnerships through website, media releases and/or annual event	CMO	\$	Annual
Leverage volunteers in the workforce, where applicable	ALL DEPTS	INHS	Annual
Continue work with FOCUS to identify gaps in services for homeless community members and implement strategies for addressing community homelessness	CMO / JPD / NCS	INHS	Annual
Cultivate effective partnerships with external groups, such as businesses, schools, service groups and libraries	HPL	INHS	Annual
Utilize internship and practicum programs in addition to volunteer resources when possible	HPL	INHS	Annual
Record more non-profit entities	JATV	INHS	Annual
Increase volunteer base	JATV	INHS	Annual
Design and implement an annual "Volunteer of the Year" program	MIG	INHS	2020
Replace three gateway signs in partnership with the JACVB	DPW	INHS	2020
Execute a limited-scale City-wide wayfinding signage program with the JACVB	DPW	\$\$	2020+

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
Join City fiber to County-wide Community Area Network (CAN)	IT	\$	2021
Explore and possibly implement shared property assessment services with the City of Milton beginning in 2023	ASSR	INHS	2022

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.
5. Maintain an efficient and effective workplace by creating sound policies, procedures, and practices.



CITY OF JANESVILLE

Wisconsin's Park Place

2020 - 2024 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
Provide training for employees and board members that meets the needs of a modern, 21st century library by developing and implementing training programs and identifying specific training needs of staff	HPL	INHS	2020
Explore the feasibility of creating individual employee total compensation reports	HR	INHS	2020
Issue an RFP for Health Care Advisors	HR	INHS	2020
Conduct salary and benefit survey for non-union positions	HR	\$	2020
Conduct an employee engagement survey	HR	\$	2021
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	HR	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	2024+



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2020 - 2024 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 and implement ways to reduce workers' compensation claims	ALL DEPTS	INHS	Annual
Obtain feedback in health plan changes from Health Advisory Committee	HR	INHS	Annual
Implement wellness initiatives as recommended & approved	HR	\$	Annual
Conduct Health Awareness Assessments	HR	\$	Annual
Implement approved employee health care management programs	HR	\$\$	Annual
Conduct health plan design survey with peer cities	HR	\$	Biennial
Explore feasibility of and potentially create a wellness clinic	HR	TBD	2020
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	\$	2024+



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

OBJECTIVE #5: Maintain an efficient and effective workplace by creating sound policies, procedures, and practices.

Task	Lead	Cost Estimate	Estimated Start Year
Complete APWA accreditation for the Department of Public Works	DPW	INHS	2020
Complete Council Policy Reviews per approved schedule (2020 = CP 20, 75, 69, 67, 73, 58, 79, 71, 80, 41, 43)	ALL DEPTS	INHS	2020
Complete Council Policy Reviews per approved schedule (2021 = CP 22, 85, 87, 89, 68, 25, 86, 84, 93, 94, 49)	ALL DEPTS	INHS	2021
Complete Council Policy Reviews per approved schedule (2022 = CP 78, 66A, 95, 96, 97, 90, 63, 61A, 61B, 88, 65)	ALL DEPTS	INHS	2022
Complete Council Policy Reviews per approved schedule (2023 = CP 98, 91, 82, 77, 99, 70)	ALL DEPTS	INHS	2023
Complete Council Policy Reviews per approved schedule (2024 = TBD)	ALL DEPTS	INHS	2024
Complete review of Personnel Policy Manual	HR	\$	2024

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.



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2020 - 2024 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	\$	2021
Discuss diversion over the Centerway Dam with North American Hydro	DPW	\$	2024+

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	INHS	Annual
Research sustainable revenue sources for the Riverfront Acquisition Fund in order to purchase properties adjacent to the Rock River	FIN	INHS	2024+

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.



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Wisconsin's Park Place

2020 - 2024 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 and implement master Fire Department training plan	JFD	INHS	Annual
Implement NFA training for Fire Department Officers	JFD	\$	Annual
Send all JFD 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
Initiate Fire Department accreditation	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
Add three staff to fully implement a fifth ambulance at Station #3	JFD	\$\$\$\$	2021+
Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)	JFD	\$\$	2021+
Add one Part-Time Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	JFD	\$\$	2021+
Add one Administrative Battalion Chief responsible for JFD training program	JFD	\$\$	2021+
Upgrade alerting systems at all Fire Stations	JFD	\$\$	2022
Explore purchasing Chief vehicles and inflatable boat	JFD	INHS	2022
Add a Mental Health Police Officer to address the challenges of mental health issues in our community	JPD	\$\$	2022
Add three Police Officers and one Detective to address population growth, crime trends, and implement community-policing initiatives	JPD	\$\$\$	2023
Add an Engine Company to Station #1	JFD	\$\$\$	2024
Install community surveillance cameras in all facilities and public areas/parks	ENG / PARKS	\$\$\$\$\$	2024+



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2020 - 2024 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
Provide timely and responsive programs and services by creating annual programming goals with an emphasis on Building Community theme	HPL	INHS	Annual
Partner with local youth providers to offer Fourth Ward Alcohol Free Activities	JM4C	\$	2020
Explore adding a beer garden at a park	PARKS	INHS	2020
Develop a Recreation Master Plan	REC	\$	2021
Attain re-accreditation for the Senior Center	REC	\$	2021
Consider staffing Lions Beach with lifeguards	REC	\$	2023

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	\$	Annual
- Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst	JPD	\$\$	2022
- 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		



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

Increase anti-bullying initiatives to include elementary schools	JM4C	\$	2020
Apply for funding to reduce impact of Adverse Childhood Experiences	JM4C	INHS	2020
Create a Sustainability Plan in preparation of the ending of Drug Free Communities grant in 2022	JM4C	INHS	2020+

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

Task	Lead	Cost Estimate	Estimated Start Year
Continue 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
Develop a City-wide Emergency Operations Plan	JFD	\$	2020
Conduct a live emergency preparedness exercise for entire City every five years	JPD / JFD	\$	2020
Improve specialized teams training props	JFD	\$\$\$	2020
Purchase second set of turnout gear per employee	JFD	INHS	2020
Replace aging radio system - portable and mobile radios	JFD / JPD	\$\$\$\$\$\$\$	2020 / 2021
Meet StormReady guidelines to become a StormReady Community	CMO	INHS	2021
Install emergency generators at all Fire Stations	JFD	\$\$\$	2022
Purchase a command post vehicle to allow the City to establish a proper incident command post near the scene of the event.	JPD / JFD	\$\$\$\$	2022
Create a Emergency Management Program Manager position	CMO	\$\$	2024+

OBJECTIVE #5: Promote affordable housing.

Task	Lead	Cost Estimate	Estimated Start Year
Implement 2020-2024 Consolidated Plan for housing & community development programs	HS	\$\$	Annual
- Maintain and increase efforts to provide quality, affordable housing	HS		
- Maintain and increase efforts to support homeownership opportunities	HS		
- Maintain programs that assist in the elimination of lead based paint	HS		
- Maintain and increase efforts to proactively address housing violations	HS		
Address goals & strategies to improve fair housing opportunities	HS	\$	Annual
Maintain programs that assist in the elimination of blighted properties	HS	\$	Annual



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

Encourage and facilitate development of multi-family rental units	PLAN	INHS	Annual
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OBJECTIVE #6: Clearly define the City and community's safety standards.

Task	Lead	Cost Estimate	Estimated Start Year
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