



CITY OF JANESVILLE

Wisconsin's Park Place:

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

**2021 - 2025
STRATEGIC PLAN**





CITY OF JANESVILLE

Wisconsin's Park Place

2021-2025 STRATEGIC PLAN

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The City of Janesville 2021-2025 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.

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
1.1	Actively recruit destination businesses and activities	ED	INHS	Annual
1.2	Partner with Downtown Janesville, Inc. (DJJ) to promote events	ED / MIG	INHS	Annual
1.3	Promote and facilitate the development of additional market-rate housing within and immediately adjacent to the downtown	ED	INHS	Annual
1.4	Actively promote the Town Square & Festival Street for public events	REC	INHS	Annual
1.5	Consider gateway signage that would be installed near the Five Points, Centerway, and Milton, and any other main entrances to the downtown	DPW	\$\$\$	2025+
1.6	Establish a Heritage Trail in downtown Janesville	PARKS	\$	2025+
1.7	Review adding cameras to various areas (alleys, intersections, etc.) visible to the public to promote safety and increase interest in visiting	JPD / OPS / IT	\$\$\$\$	2025+

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

	Task	Lead	Cost Estimate	Estimated Start Year
2.1	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
2.2	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
3.1	Expand the City's downtown retail, restaurant, and service recruitment and attraction efforts	ED	INHS	Annual
3.2	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	\$\$	2022



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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
4.1	Research and apply for grant opportunities to implement objectives of the strategic plan and other relevant plans	ED / DPW	INHS	Annual
4.2	Engage local lending institutions to provide innovative and collaborative financing products to downtown development projects	ED	INHS	Annual
4.3	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
1.1	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
2.1	Continue to work with and expand existing partnerships (e.g. Forward Janesville, Rock County 5.0, MadREP, SWWDB, etc.)	ED	INHS	Annual
2.2	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
3.1	Encourage and facilitate redevelopment of Janesville's older commercial corridors	ED	INHS	Annual

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

Task		Lead	Cost Estimate	Estimated Start Year
4.1	Pursue additional funding through EPA, WEDC to address the need for remediation of Centennial Industrial Park	ED	\$\$	2021
4.2	Assist with the redevelopment of Centennial Industrial Park (former GM site)	ED	INHS	2021+

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

Task		Lead	Cost Estimate	Estimated Start Year
5.1	Market Janesville's "shovel ready" sites	ED	\$	Annual
5.2	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
6.1	Maintain and expand, if financially feasible, regional transit opportunities	ED / JTS	\$\$	Annual
6.2	Evaluate options to grow existing industrial parks	ED	\$\$\$\$\$\$	2021
6.3	Pursue the construction of a westside City bypass	DPW	\$\$\$\$\$\$	2025+
6.4	Pursue the construction of an eastside City bypass	DPW	\$\$\$\$\$\$	2025+

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
1.1	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
2.1	Continue to aggressively pursue grant funding opportunities	ALL DEPTS	\$	Annual
2.2	Lobby legislature on levy limits and alternative revenue sources	CMO	INHS	Annual
2.3	Update cost recovery goals and adjust rates / service fees to meet these goals	FIN	INHS	Annual
2.4	Consider and, if needed, conduct rate study of water fees	DPW / FIN	INHS	Annual
2.5	Conduct rate study of wastewater fees	DPW / FIN	INHS	Biennial
2.6	City-wide revaluation of property values (market updates)	ASSR	\$\$	2023

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

	Task	Lead	Cost Estimate	Estimated Start Year
3.1	Update the five-year Capital Improvement Program based on Strategic Plan	MIG	INHS	Annual
3.2	Prepare long-term financial revenue and expense projections for major City funds	FIN	INHS	Annual
3.3	Prepare and update internal control procedures over major accounting processes	FIN	INHS	Annual
3.4	Maintain an appropriate General Fund balance in accordance with Council Policy #89 on Fund Balance	FIN	INHS	Annual
3.5	Practice responsible debt management by balancing capital needs with debt limits in accordance with Council Policy #75 on Debt Management	FIN	INHS	Annual
3.6	Practice cash management that maintains strong liquidity and safe investments in accordance with Council Policy #68 on Investment of City Funds	CTO	INHS	Annual
3.7	Review Council Policy #75 on Debt Management during Note Issue process to ensure compliance	FIN	INHS	Annual
3.8	Review Council Policy #89 on Fund Balance during budget development process to ensure compliance	FIN	INHS	Annual
3.9	Strategically use federal CARES funds to fortify Transit budgets 2020 - 2022	FIN / JTS	INHS	Annual
3.10	Review fee structure for township Fire/EMS services	FIN / JFD	INHS	2021
3.11	Implement recommended changes to township Fire/EMS service fee structure	FIN / JFD	INHS	2022

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
1.1	Standardize and increase usage of the City's logo, tagline, and colors	MIG	\$	Annual
1.2	Utilize multi-media advertising and messaging venues to reach a broader and more diverse audience	MIG	\$	Annual
1.3	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
1.4	Design, purchase, and utilize posters and banners in City facilities	MIG	\$	2021
1.5	Design and utilize City branded elements that incorporate cultural recognitions	MIG	\$	2021
1.6	Apply for the National Civic League "All-America City" Award	MIG	\$	2022

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

	Task	Lead	Cost Estimate	Estimated Start Year
2.1	Develop relationships with diverse media	MIG	INHS	Annual
2.2	Proactively contact media on major issues	MIG	INHS	Annual
2.3	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
3.1	Increase web-based conversations, surveys, and FAQs	MIG	INHS	Annual
3.2	Accommodate diverse populations (minority, seniors, etc.) through engagement	MIG	INHS	Annual
3.3	Continue community engagement program with Embedded Librarians	HPL	INHS	Annual
3.4	Provide quarterly broadcasting classes for the public	JATV	INHS	Annual
3.5	Archive JATV video tape library	JATV	INHS	Annual
3.6	Implement duplication/transfer services	JATV	INHS	Annual
3.7	Conduct a City-wide citizen satisfaction survey	MIG	\$	2021
3.8	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	2022
3.9	Produce and implement City of Janesville Podcast featuring community partners	MIG	\$	2022
3.10	Purchase camera upgrades and replacements	JATV	\$	2025



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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.

3.11	Playback system replacement	JATV	\$	2025+
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OBJECTIVE #4: Promote the City's interests to legislators.

Task		Lead	Cost Estimate	Estimated Start Year
4.1	Provide quarterly City Manager updates to state and federal legislators	MIG	INHS	Annual
4.2	Build a strong working relationship with the Wisconsin League of Municipalities	CMO / MIG	INHS	Annual
4.3	Build strong working relationships with state and federal legislators and staff	CMO / MIG	\$	Annual
4.4	Execute the City's annual legislative program	MIG	\$	Annual
4.5	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
5.1	Update and implement the comprehensive strategic communications plan	MIG	\$	Annual
5.2	Update the annual Strategic Plan status report	MIG	\$	Annual
5.3	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
6.1	Provide the bi-weekly City Report to the City Council and City staff to highlight recent City activities	MIG	INHS	Annual
6.2	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 improvements as part of the *ARISE* plan.

Task		Lead	Cost Estimate	Estimated Start Year
1.1	Reconstruct and complete streetscape improvements for W. Milwaukee Street	ENG	\$\$\$\$\$	2021
1.2	Design resurfacing and streetscape improvements for E. Milwaukee Street	ENG	\$\$\$	2021 - 2022
1.3	Design River Street / Wall Street reconstruction from W. Milwaukee to Franklin Street	ENG	\$\$	2022
1.4	Reconstruct River Street / Wall Street from W. Milwaukee to Franklin Street	ENG	\$\$\$\$	2023
1.5	Install Franklin Street streetscape improvements (Mineral Point Avenue to Dodge Street)	ENG	\$\$\$\$	2023
1.6	Reconstruct and complete streetscape improvements for E. Milwaukee Street	ENG	\$\$\$\$\$	2023+
1.7	Design reconstruction of Jackson Street with concrete pavement from W. Milwaukee Street to Centerway	ENG	\$\$	2024
1.8	Design riverwalk connection to Traxler from Centerway	ENG	\$\$	2024
1.9	Reconstruct Jackson Street with concrete pavement from W. Milwaukee Street to Centerway	ENG	\$\$\$\$	2025
1.10	Construct riverwalk connection to Traxler from Centerway	ENG	\$\$\$\$\$	2025
1.11	Design public bathroom, Volunteer Park on Main Street	ENG	\$	2025
1.12	Construct public bathroom, Volunteer Park on Main Street	ENG	\$\$\$\$	2025+
1.13	Construct public bathroom, South River Street	ENG	\$\$\$\$	2025+
1.14	Design east side riverwalk from Court to Racine Street	ENG	\$	2025+
1.15	Construct east side riverwalk from Court to Racine Street	ENG	\$\$\$\$\$	2025+
1.16	Design west side riverwalk from Racine to Rockport	ENG	\$	2025+
1.17	Construct west side riverwalk from Racine to Rockport	ENG	\$\$\$\$\$	2025+

OBJECTIVE #2: Improve existing transportation system.

Task		Lead	Cost Estimate	Estimated Start Year
2.1	Develop and maintain a transit system that provides access to jobs, job training, education, medical care, and human services for citizens	JTS	\$\$\$\$\$\$	Annual
2.2	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
2.3	Complete annual Parks Division paving projects (roads, parking lots, bike trails, cemetery roads)	PARKS	\$\$\$	Annual
2.4	Establish an ongoing bus replacement program	JTS	\$\$\$\$\$\$	Annual
2.5	Work toward improving all local streets with a PASER rating 3 or lower	ENG	\$\$\$\$\$\$	Annual
2.6	Work toward improving all collector/arterial streets with a PASER rating 4 or lower	ENG	\$\$\$\$\$\$	Annual
2.7	Conduct major concrete joint/panel repairs	ENG	\$\$	Annual



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2.8	Conduct proactive sidewalk replacement program in coordination with the annual street rehabilitation program	ENG	INHS	Annual
2.9	Complete implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks	ENG	\$\$	Annual
2.10	Consider pedestrian crossing improvements for City trails when impacted by street rehabilitation program	ENG	\$	Annual
2.11	Investigate adding bike lanes to additional roads throughout the community	DPW	\$	Annual
2.12	Bridge Maintenance - Structure #B-53-01665- S. Main Street over Spring Brook & Structure #B-53-0147 – Beloit Avenue over Spring Brook	ENG	\$\$	2021
2.13	Complete traffic signal safety improvements at Racine and Randall	ENG	\$\$\$	2021
2.14	Rehabilitate S. Main Street from St. Lawrence Avenue to E. Racine Street (LRIP)	ENG	\$\$\$\$	2021
2.15	Procure two replacement service vehicles	JTS	\$	2021
2.16	Design rehabilitation of Ruger Avenue from Court/Garfield to Randall (LRIP)	ENG	INHS	2021
2.17	Design Fisher Creek Trail extension from Court to Dartmouth	PARKS / ENG	\$\$	2021
2.18	Complete implementation of LED pedestrian crossing conversion	OPS	\$\$\$	2021
2.19	Install permanent driver compartment barriers on all transit buses	JTS	\$\$	2021
2.20	Replace remaining circa 1979 brown JTS passenger shelters	JTS	\$\$	2021 - 2022
2.21	Install electronic contact-less fareboxes on all transit buses	JTS	\$\$\$\$	2021 - 2022
2.22	Support DOT Center Ave. Reconditioning & RR Bridge Replacement Project	ENG	\$\$\$	2021+
2.23	Begin bus stop rehabilitation for ADA accessibility compliance	JTS / ENG	\$	2022
2.24	Implement traffic signal safety improvements at Randall and Milwaukee	ENG	\$\$\$	2022
2.25	Implement traffic signal safety improvements at Washington and Memorial	ENG	\$\$\$	2022
2.26	Reconstruct USH 14 from Milton Avenue to Deerfield Drive (DOT project)	ENG	\$\$\$	2022
2.27	Rehabilitate Ruger Avenue from Court/Garfield to Randall (LRIP)	ENG	\$\$\$\$\$	2022
2.28	Design reconstruction of Black Bridge Road from Mayfair to Milton Ave. (MSID grant)	ENG	INHS	2022
2.29	Design safety conversion and signal replacements for Court Street from Five Points to Waveland (HSIP)	ENG	\$	2022
2.30	Replace 4WD Service Vehicle	JTS	\$	2022
2.31	Install solar lighting in all City-owned JTS passenger shelters	JTS	\$\$	2022 - 2023
2.32	Complete Fisher Creek Trail extension from Court to Dartmouth	PARKS / ENG	\$\$\$\$	2023
2.33	Reconstruction of Black Bridge Road from Mayfair to Milton Ave. (MSID grant)	ENG	\$\$\$\$\$	2023
2.34	Bridge Maintenance - Structure #B-53-0133 – Bellrichard (Crosby-Willard)	ENG	\$\$\$	2023
2.35	Complete Milton Avenue Corridor Study for Bicycle and Pedestrian Enhancements	ENG / PLAN	\$	2023
2.36	Implement traffic signal safety improvements at five points and McKinley & Center as part of 2024 DOT project on Center Ave	ENG	\$\$\$	2024
2.37	Complete safety conversion and signal replacements for Court Street from Five Points to Waveland (HSIP)	ENG	\$\$\$\$	2025
2.38	Design the extension of the Fisher Creek Trail (Rockport to Court)	ENG	\$\$\$	2025+



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2.39	Complete the extension of the Fisher Creek Trail (Rockport to Court)	PARKS / ENG	\$\$\$\$\$\$	2025+
2.40	Design / construct a pedestrian connection from STH 26 to Glacial River Trail	DPW	\$\$\$\$\$	2025+
2.41	Complete bike trail gaps	PARKS	\$\$\$\$	2025+
2.42	Extend Sandhill Drive from Deerfield east to east end of Briar Crest Park	DPW	\$\$\$\$	2025+

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

Task		Lead	Cost Estimate	Estimated Start Year
3.1	Maintain City network to adapt to evolving technologies	IT	\$\$\$	Annual
3.2	Complete various golf course improvements	PARKS	\$\$	Annual
3.3	Begin implementation of wireless internet to outlying recreation facilities	REC / IT	\$	2021
3.4	Implement Phase 2 GPS in snow and ice control equipment	OPS	\$\$	2021
3.5	Purchase New Plotter/Scanner	ENG	\$	2021
3.6	Landfill Cell 4 intermediate cover and gas system installation	ENG	\$\$\$\$	2021
3.7	Install landfill gas collection system improvements	ENG	\$\$\$\$	2021
3.8	Update the Sanitary Landfill business plan	OPS	\$	2021
3.9	Replace safety nets/fencing at Dawson Softball Complex	REC	\$	2021
3.10	Purchase additional 11 foot mower for Parks fleet	PARKS	\$\$	2021
3.11	Transition Govern to .NET	IT	\$\$\$\$\$\$	2021 - 2025
3.12	Implement GIS Asset Management Plan (five-year project)	ENG	\$\$\$	2021 - 2025
3.13	Extend Metropolitan Area Network (MAN) to most City Facilities	IT / ENG	\$\$\$\$\$	2021+
3.14	Implement consultant recommendations for VOM	OPS / FIN	\$\$\$	2021+
3.15	Hire a consultant/design firm for Monterey Park repurposing	PARKS	\$	2022
3.16	Complete general improvements at Dawson Softball Complex (repair concrete, crack seal, asphalt in parking lot and in complex)	REC	\$	2022
3.17	Rowing dock and storage at North Traxler Park	PARKS	\$	2022
3.18	Install playground at Schneider Family Park (Naatz)	PARKS	\$\$	2022
3.19	Evaluate groundwater issues around landfill maintenance building and other areas	OPS	\$	2022
3.20	Repurpose Monterey Park for better and more suitable usage	PARKS	\$\$\$	2023
3.21	Landfill Cell 5 intermediate cover and gas well installation	ENG	\$\$\$	2023
3.22	Implement RFID tracking on automated trash collection carts	OPS	\$\$\$	2023
3.23	Explore SCADA system for landfill gas well fields	OPS	\$\$\$	2023
3.24	Purchase 75,000 lb. portable hoist for VOM repair shop	OPS	\$\$	2024
3.25	Install electronic lube management system in VOM repair shop	OPS	\$	2024
3.26	Purchase electronic/hydraulic crane for VOM emergency service vehicle	OPS	\$	2024



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3.27	Landfill clay procurement	OPS	\$\$\$\$\$\$	2024
3.28	Upgrade electrical pole conduits at Dawson Softball Complex	REC	\$\$\$	2024
3.29	Convert Dawson Softball Complex Electrical Poles to LED lights	REC	\$\$\$\$	2024
3.30	Implement results of aquatics facilities evaluation	REC/ENG	\$\$\$\$	2024
3.31	Close a portion of the Clean-Fill Landfill (Demolition Landfill)	ENG	\$\$\$\$\$	2024
3.32	Complete deployments of Govern and New World	IT	\$\$\$\$	2025
3.33	Purchase full-depth pavement reclamation unit	OPS	\$\$\$	2025+
3.34	Begin phased implementation of wireless internet in parks	PARKS / IT	\$	2025+
3.35	Dredge Traxler Lagoon	PARKS	\$\$\$	2025+
3.36	Rebuild Peace Park playground	PARKS	\$\$\$\$	2025+
3.37	Install pump track at Bond Park	PARKS	\$\$	2025+
3.38	Upgrade Riverside Park Boat Launch (new docks, enhance shoreline)	PARKS / ENG	\$\$	2025+
3.39	Purchase additional Columbarium for Oak Hill Cemetery	PARKS	\$\$	2025+

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

	Task	Lead	Cost Estimate	Estimated Start Year
4.1	Evaluate and repair sanitary sewer improvements in conjunction with street repairs	ENG	\$\$\$\$\$\$	Annual
4.2	Evaluate and repair water main improvements in conjunction with street repairs	ENG	\$\$\$\$\$\$	Annual
4.3	Evaluate and repair storm sewer improvements in conjunction with street repairs	ENG	\$\$\$\$	Annual
4.4	Develop and maintain stormsewer cleaning program for catch basins and mains	OPS	\$\$	Annual
4.5	Execute lead water service lateral replacement program	WATER / WWATER	\$\$\$\$\$	Annual
4.6	Execute water meter replacement program	WATER	\$\$\$\$	Annual
4.7	Execute fire hydrant replacement program	WATER	\$\$	Annual
4.8	Evaluate and complete, if necessary, various projects for Stormwater TMDL compliance	ENG	\$\$\$	Annual
4.9	Wastewater Treatment Plant - Convert chlorine building to polymer feed	WWATER	\$\$\$\$\$	2021
4.10	Wastewater Treatment Plant Headworks Process Improvement - Replace influent bar screens	WWATER	\$\$\$\$\$\$	2021
4.11	Wastewater Treatment Plant Headworks Process Improvement - Replace grit removal system	WWATER	\$\$\$\$\$\$	2021
4.12	Explore potential project for TMDL compliance for Kiwanis Pond diversion	ENG	INHS	2021
4.13	Construct Walnut Grove Pond and Outfall	ENG	\$\$	2021
4.14	Construct a cold storage building for Water Utility Equipment storage	WATER	\$\$	2021
4.15	Wastewater Treatment Plant - Replace iron sponge for biogas treatment	WWATER	\$\$\$\$\$	2022
4.16	Wastewater Treatment Plant - Improve Blower #10 intake air to be more efficient	WWATER	\$	2022



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

4.17	Update the SCADA system used by the Water & Wastewater utilities to a more modern system	WWATER	\$\$	2023
4.18	Wastewater Treatment Plant - Replace dual fuel boiler with high efficiency boilers	WWATER	\$\$\$\$\$	2023
4.19	Work with consultant to identify and design route for North Zone River crossing	WATER	\$\$\$	2023
4.20	Wastewater Treatment Plant - Replace Final Clarifier #1 mechanism	WWATER	\$\$\$\$\$	2024

OBJECTIVE #5: Improve long-range planning, code enforcement, and on-going maintenance.

Task		Lead	Cost Estimate	Estimated Start Year
5.1	Evaluate and update Comprehensive Plan as necessary	PLAN	INHS	2021
5.2	Rewrite/update zoning, subdivision, and building ordinances for consistency with Comprehensive Plan	PLAN / BLDG	\$\$\$	2021+
5.3	Update Parks and Open Space Plan	PLAN / PARKS	INHS	2021+

OBJECTIVE #6: Actively manage City facilities.

Task		Lead	Estimate	Start Year
6.1	Complete planned, unassigned smaller building projects and emergency building repairs	ENG	\$\$\$	Annual
6.2	Emergency building repairs	ENG	\$	Annual
6.3	Complete a public engagement campaign to address ADA issues in City facilities	MIG / BLDG	INHS	2021
6.4	Upgrade the Fire Training Center Live Burn facility to meet current safety and environmental standards	JFD	\$\$	2021
6.5	Construct a Cold Storage Building for Water Equipment	WATER	\$\$	2021
6.6	Replace City Hall fire alarm and smoke detector system	ENG	\$\$\$\$\$	2021
6.7	Replace roof at Lions Beach bath house	PARKS	\$	2021
6.8	Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2021 = 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	\$	2021
6.9	Upgrade HVAC system and replace addition roof at Senior Center	ENG / REC	\$\$\$\$	2021
6.10	Architectural design of Transit Transfer Center refurbishment	ENG / JTS	\$\$	2021
6.11	Move Players Benches off fields at Dawson	REC	\$	2021
6.12	Investigate feasibility of landfill solar project	OPS	INHS	2021
6.13	Complete ADA Facility Barrier Audits	BLDG	\$	2022
6.14	Update Police Services Building security system	IT / OPS	\$\$	2022
6.15	Upgrade HVAC system in Pretreatment Building	WWATER	\$\$\$\$	2022
6.16	Design Phase I rehabilitation of City Services Center	ENG	\$\$	2022



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

6.17	Refurbish Transit Transfer Center, including roof replacement	ENG / JTS	\$\$\$\$\$	2022
6.18	Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2022 = 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	\$	2022
6.19	Replace roofs at Traxler Park, Youth Sports Complex, Riverside Golf Course, and Wastewater Treatment Plant	ENG	\$\$\$	2022
6.20	Palmer Concession Stand Upgrades	REC	\$	2022
6.21	Construct indoor sports complex	ENG	\$\$\$\$\$\$	2022 - 2023
6.22	Evaluate and construct Fire Station #3 renovation/rebuild	ENG	\$\$\$\$\$	2022+
6.23	City Services Center Phase 1 replacement	ENG	\$\$\$\$\$\$	2023
6.24	Design Phase II replacement of City Services Center	ENG	\$\$	2023
6.25	Upgrade HVAC in a number of Treatment Plant buildings	WWATER	\$\$\$\$\$\$	2023
6.26	Repair the Fire Training Center parking lot, training tower, SCBA maze & training house	JFD / ENG	\$\$	2023
6.27	Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2023 = 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	\$	2023
6.28	Replace ceiling tiles and lighting in the Hedberg Public Library Youth Services area	HPL / ENG	\$\$\$\$	2023
6.29	Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2024 = 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	\$	2024
6.30	Replace Roofs at Fire Stations #3 & #5, and Pump Station #2	ENG	\$\$\$	2024
6.31	Extend security system to Fire Stations #2 - #5	ENG / OPS	\$\$\$	2024
6.32	Complete garage addition at Police Services Building	ENG	\$\$\$\$\$\$	2024
6.33	Construct a new clubhouse at Riverside Golf Course	PARKS	\$\$\$\$\$\$	2024
6.34	City Services Center Phase II replacement	ENG	\$\$\$\$\$\$	2024 - 2025
6.35	Design Phase III replacement of City Services Center	ENG	\$\$	2024 - 2025
6.36	Complete facility safety inspections per ten-year "Facility Inspection Frequency" schedule (2025 = Rotary Botanical Gardens; Innovation Center; City Hall; Hedberg Public Library; Fire Station #1; Transit Services Center; Ice Arena; City Services Center; Oak Hill Cemetery; City Storage Garage; Wastewater Treatment Plant; Pumping Station #14)	HR / ALL DEPTS	\$	2025
6.37	City Services Center Phase III replacement	ENG	\$\$\$\$\$\$	2025
6.38	Rehabilitation of Blackhawk Golf Course clubhouse	ENG / PARKS	\$\$\$	2025
6.39	Construct additional parking for the JYBSA side of the Youth Sports Complex	PARKS	\$\$\$\$\$	2025
6.40	Procure property for Fire Station #6	JFD	\$\$\$	2025+
6.41	Procure property for Fire Station #7	JFD	\$\$\$	2025+
6.42	City Hall First Floor Renovation / Relocation of IT	ENG / IT	\$\$\$\$\$	2025+



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

6.43	Upgrade Emergency Operations Center (EOC) at City Hall	DPW / IT	\$\$\$\$	2025+
6.44	Renovate the third floor of the Senior Center	REC	\$\$\$\$\$\$	2025+
6.45	Renovate the Lions Beach bath house	PARKS	\$\$\$	2025+
6.46	Construct addition to current Police Services Building	JPD	\$\$\$\$\$\$	2025+
6.47	Construct, equip, and staff Fire Station #6	JFD	\$\$\$\$\$\$	2025+
6.48	Construct, equip, and staff Fire Station # 7	JFD	\$\$\$\$\$\$	2025+

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
1.1	Promote, celebrate, and recognize partnerships through website, media releases and/or annual event	CMO	\$	Annual
1.2	Leverage volunteers in the workforce, where applicable	ALL DEPTS	INHS	Annual
1.3	Work with FOCUS to identify gaps in services for homeless community members and implement strategies for addressing community homelessness	CMO / JPD / NCS	INHS	Annual
1.4	Cultivate effective partnerships with external groups, such as businesses, schools, service groups and libraries	HPL	INHS	Annual
1.5	Utilize internship and practicum programs in addition to volunteer resources when possible	HPL	INHS	Annual
1.6	Record more non-profit entities	JATV	INHS	Annual
1.7	Increase volunteer base	JATV	INHS	Annual
1.8	Design and implement an annual "Volunteer of the Year" program	MIG	INHS	2022
1.9	Replace three gateway signs in partnership with the JACVB	DPW	\$\$	2022
1.10	Execute a limited-scale City-wide wayfinding signage program with the JACVB	DPW	\$\$	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
2.1	Explore opportunities for joint purchases of commodities (e.g. salt, sand, etc.) with other local governments	DPW / FIN	\$	Annual
2.2	Research shared staffing resources with vacant or needed positions	All DEPTS	\$	Annual
2.3	Research shared use of equipment prior to large purchases	All DEPTS	\$	Annual
2.4	Determine feasibility of shared IT services with other local governments	IT	\$	Annual
2.5	Join City fiber to County-wide Community Area Network (CAN)	IT	\$	2021
2.6	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.



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Wisconsin's Park Place

2021 - 2025 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
1.1	Provide opportunities for advancement	ALL DEPTS	INHS	Annual
1.2	Continue to seek new ways to attract, retain, and mentor a talented and engaged workforce	HR	INHS	Annual
1.3	Conduct training for employees to improve interview skills (internal promotions)	HR	INHS	Biennial
1.4	Negotiate two to three labor contracts	HR	\$	2021
1.5	Issue an RFP for Health Care Advisors	HR	INHS	2021
1.6	Explore feasibility of implementing online employee payroll forms	HR / FIN	INHS	2021
1.7	Conduct salary and benefit survey for non-union positions	HR	INHS	2022
1.8	Conduct an employee engagement survey	HR	\$	2022
1.9	Explore the feasibility of creating individual employee total compensation reports	HR	INHS	2022

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

	Task	Lead	Cost Estimate	Estimated Start Year
2.1	Target recruiting efforts in cities with large minority populations	HR	INHS	Annual
2.2	Conduct refresher diversity training program	HR	\$	Biennial

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

	Task	Lead	Cost Estimate	Estimated Start Year
3.1	Maintain a system to recognize good job performance	HR	INHS	Annual
3.2	Maintain pay for performance for administrative employees	HR	INHS	Annual
3.3	Encourage employees to speak to community groups	CMO	INHS	Annual
3.4	Encourage employees to serve in leadership roles in their professional organizations	CMO	INHS	Annual
3.5	Encourage employees to attend and speak at their state and regional conferences	CMO	INHS	Annual



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

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

Task		Lead	Cost Estimate	Estimated Start Year
4.1	Explore and implement ways to reduce workers' compensation claims	ALL DEPTS	INHS	Annual
4.2	Obtain feedback in health plan changes from Health Advisory Committee	HR	INHS	Annual
4.3	Implement wellness initiatives as recommended & approved	HR	\$	Annual
4.4	Conduct Health Awareness Assessments	HR	\$	Annual
4.5	Implement approved employee health care management programs	HR	\$\$	Annual
4.6	Conduct health plan design survey with peer cities	HR	\$	Biennial
4.7	Explore feasibility of and potentially create a wellness clinic	HR	TBD	2022
4.8	Host a "Healthy U Expo," including vendors and experts providing information and advice to employees on healthy habits	HR	\$	2023
4.9	Build showers at appropriate City facilities	DPW	\$	2025+

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

Task		Lead	Cost Estimate	Estimated Start Year
5.1	Complete Council Policy Reviews per approved schedule (2021 = CP 22, 85, 87, 89, 68, 25, 86, 84, 93, 94, 49)	ALL DEPTS	INHS	2021
5.2	Complete Council Policy Reviews per approved schedule (2022 = CP 78, 66A, 95, 96, 97, 90, 63, 61A, 61B, 88, 65)	ALL DEPTS	INHS	2022
5.3	Complete Council Policy Reviews per approved schedule (2023 = CP 98, 91, 82, 77, 99, 70)	ALL DEPTS	INHS	2023
5.4	Complete APWA re-accreditation for the Department of Public Works	DPW	INHS	2023
5.5	Complete Council Policy Reviews per approved schedule (2024 = TBD)	ALL DEPTS	INHS	2024
5.6	Complete review of Personnel Policy Manual	HR	\$	2024
5.7	Complete Council Policy Reviews per approved schedule (2025 = TBD)	ALL DEPTS	INHS	2025

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

2021 - 2025 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
1.1	Market the Rock River as a regional recreation attraction	PARKS / REC / CMO	\$	Annual
1.2	Establish a Riverfront Entertainment District	ED	\$	2025+
1.3	Discuss diversion over the Centerway Dam with North American Hydro	DPW	\$	2025+

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

Task		Lead	Cost Estimate	Estimated Start Year
2.1	Identify opportunities to acquire properties or obtain easements adjacent to the Rock River, including funding partnerships	PLAN	INHS	Annual
2.2	Research sustainable revenue sources for the Riverfront Acquisition Fund in order to purchase properties adjacent to the Rock River	FIN	INHS	2025+

OBJECTIVE #3: Complete long-term shoreline enhancements.

Task		Lead	Cost Estimate	Estimated Start Year
3.1	Continue to support "Friends" groups' river and shoreline cleanup activities	PARKS	INHS	Annual

SAFE & HEALTHY COMMUNITY

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



OBJECTIVES

1. Provide innovative public safety measures based upon best practices.
2. Offer broad cultural and recreational opportunities that encourage a healthy lifestyle.
3. Promote long-term strategies that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.
4. Improve emergency management preparedness to mitigate risk.
5. Promote affordable housing.
6. Clearly define the City and community's safety standards.



CITY OF JANESVILLE

Wisconsin's Park Place

2021 - 2025 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
1.1	Continue Fire Department policy and procedure review and revisions	JFD	INHS	Annual
1.2	Complete Fire Department vehicle replacement per scheduled plan	JFD	\$\$\$\$\$\$	Annual
1.3	Develop and expand Fire Department training competencies	JFD	INHS	Annual
1.4	Evaluate and implement master Fire Department training plan	JFD	INHS	Annual
1.5	Implement NFA training for Fire Department Officers	JFD	\$	Annual
1.6	Send all JFD Officers and acting officers through COLA & Blue Card training	JFD	\$	Annual
1.7	Implement Department Succession Training Program	JFD	\$	Annual
1.8	Conduct annual review training and re-establish annual review requirements, including development of Personal Development Plans for all personnel	JFD	\$	Annual
1.9	Aid in the development of County-wide FD Operational Procedures	JFD	\$	Annual
1.10	Explore purchasing Chief vehicles and inflatable boat	JFD	INHS	2022
1.11	Initiate Fire Department accreditation	JFD	\$	2023
1.12	Upgrade alerting systems at all Fire Stations	JFD	\$\$	2023
1.13	Add three Police Officers and one Detective to address population growth, crime trends, and implement community-policing initiatives	JPD	\$\$\$	2023
1.14	Replace tasers for all police officers	JPD	\$\$	2023
1.15	Attain re-accreditation for the Police Department	JPD	\$	2023
1.16	- Seek out additional employees and volunteers to take part in obtaining proofs for standards	JPD		Annual
1.17	- Build standard files	JPD		Annual
1.18	- Conduct mock assessment and onsite assessment	JPD		2023
1.19	Purchase body camera equipment and storage	JPD		2024
1.20	Add three staff to fully implement a fifth ambulance at Station #3	JFD	\$\$\$\$	2025+
1.21	Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)	JFD	\$\$	2025+
1.22	Add one Part-Time Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	JFD	\$\$	2025+
1.23	Add one Administrative Battalion Chief responsible for JFD training program	JFD	\$\$	2025+
1.24	Add an Engine Company to Station #1	JFD	\$\$\$	2025+
1.25	Install community surveillance cameras in all facilities and public areas/parks	ENG / PARKS	\$\$\$\$\$	2025+



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2021 - 2025 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
2.1	Provide timely and responsive programs and services by creating annual programming goals with an emphasis on Building Community theme	HPL	INHS	Annual
2.2	Begin application process for national Parks and Rec accreditation (CAPRA)	REC / PARKS	INHS	2021
2.3	Develop a Recreation Master Plan	REC	\$	2021
2.4	Attain re-accreditation for the Senior Center	REC	\$	2021
2.5	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
3.1	Reduce domestic violence incidents by 5% over a 5 year period	JPD	\$	Annual
3.2	- Remove guns from domestic violence violators	JPD		
3.3	- Research and evaluate offender services	JPD		
3.4	- Target repeat offenders	JPD		
3.5	- Community outreach for support in shared goal	JPD		
3.6	Reduce heroin overdoses by 5% over a 5 year period	JPD	\$	Annual
3.7	- Expand Rx Alert Program regionally	JPD		
3.8	- Partner with Janesville Schools to begin heroin programming	JPD		
3.9	- Community outreach, publicity	JPD		
3.10	Project and define the next neighborhoods to partner with to reduce crime	JPD	\$	Annual
3.11	- Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst	JPD	\$\$	2023
3.12	- Analyze data and identify micro hot spots, hot people, hot groups	JPD		
3.13	- Increase the neighborhood watch program	JPD		
3.14	- Continue community outreach to build relationships with neighborhoods	JPD		
3.15	Apply for continued opioid/Rx funding	JM4C	INHS	2021
3.16	Offer cultural competency to prevention partners	JM4C	INHS	2021
3.17	Work with Sexual Violence Prevention Team to implement strategies to prevent sexual violence	JM4C	\$\$	2021+
3.18	Increase youth reach and engagement through social media and community outreach	JM4C	INHS	2021+



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2021 - 2025 STRATEGIC PLAN

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

3.19	Work with law enforcement on Place of Last Drink, Alcohol Age Compliance Checks, Drug Take Back & Dropboxes	JM4C / JPD	INHS	2021+
3.20	Create a Sustainability Plan in preparation of the ending of Drug Free Communities grant in 2022	JM4C	INHS	2021+

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

	Task	Lead	Cost Estimate	Estimated Start Year
4.1	Continue coordination/participation with Rock County Emergency Management	JPD / JFD	INHS	Annual
4.2	Complete National Incident Management System (NIMS) recertification of the City workforce	ALL DEPTS	INHS	Annual
4.3	Replace aging radio system - portable and mobile radios	JFD / JPD	\$\$\$\$\$\$\$	2021
4.4	Install emergency generators at all Fire Stations	JFD	\$\$\$	2022
4.5	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
4.6	Develop a City-wide Emergency Operations Plan	JFD	\$\$	2022+
4.7	Conduct a live emergency preparedness exercise for entire City every five years	JPD / JFD	\$	2025
4.8	Create a Emergency Management Program Manager position	CMO	\$\$	2025+

OBJECTIVE #5: Promote affordable housing.

	Task	Lead	Cost Estimate	Estimated Start Year
5.1	Encourage and facilitate development of multi-family rental units	PLAN	INHS	Annual
5.2	Implement 2020-2024 Consolidated Plan for housing & community development programs	HS	\$\$	Annual
5.3	- Maintain and increase efforts to provide quality, affordable housing	HS		
5.4	- Maintain and increase efforts to support homeownership opportunities	HS		
5.5	- Maintain programs that assist in the elimination of lead based paint	HS		
5.6	- Maintain and increase efforts to proactively address housing violations	HS		
5.7	Address goals & strategies to improve fair housing opportunities	HS	\$	Annual
5.8	Maintain programs that assist in the elimination of blighted properties	HS	\$	Annual
5.9	Implement Housing Choice Voucher Homeownership Program, if recommended in 2020	HS		2021



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2021 - 2025 STRATEGIC PLAN

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

5.10	Update Analysis of Impediments to Fair Housing	HS	\$	2025
5.11	Develop 2025-2029 Consolidated Plan for Housing & Community Development Programs	HS		2025
5.12	Develop 2025-2029 Agency Plan for the Rent Assistance Program	HS		2025

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

Task		Lead	Cost Estimate	Estimated Start Year
6.1	Conduct a community survey to determine expectations of public safety services	JPD	\$	2021
6.2	Conduct an organizational climate survey of the Janesville Police Department	JPD	\$	2021