



CITY OF JANESVILLE

Wisconsin's Park Place

2015 – 2019 STRATEGIC PLAN

Vision Statement

“Wisconsin’s Park Place”: Discover the community of choice to realize life’s opportunities.

Mission Statement

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.

Organizational Values

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 and Objectives (in alphabetical order)

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

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.

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

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.

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

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

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

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

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

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

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

1. Expand opportunities for public-private partnerships with businesses, community groups, service groups, and individuals.
2. Expand opportunities for consolidated and shared services with local government partners to leverage economies of scale.
3. Leverage City employees' networks with professional organizations and service groups to increase visibility of City issues.

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

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.

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

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.

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

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



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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	2015
Initiate implementation actions found in Downtown Vision & Strategy (2007), Rock Renaissance Area Redevelopment and Implementation Strategy (2014) and other relevant plans and studies	ED / DPW	\$\$\$\$\$\$	2015
Partner with the Downtown Development Alliance (DDA) to promote events	ED	INHS	2015
Promote and facilitate the development of additional market-rate housing within and immediately adjacent to the downtown	ED / DPW	INHS	2015
Facilitate a range of venues open to the public for hosting community events of varying sizes and purposes	DPW	\$\$\$\$\$\$	2015+
Maximize downtown Janesville's connectivity to the City's recreational and open space amenities, especially the off-road trail system, by extending a multi-use path on both sides of the Rock River through the Downtown	DPW	\$\$\$\$\$\$	2015+
Complete comprehensive signage plan for downtown, and consider gateway signage that would be installed near the 5 Points, Centerway and Milton, and any other main entrances to the downtown	ED	\$\$\$ - \$\$\$\$	2016
Add cameras to various areas (alleys, intersections, etc.) visible to the public to promote safety and increase interest in visiting	PD / OPS	\$\$\$\$\$	2017
Evaluate and/or implement engineering and roadway design changes that slow vehicular traffic downtown to create a more pedestrian-friendly environment	DPW	\$\$\$\$\$\$	2018



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

Task	Lead	Cost Estimate	Estimated Start Year
Facilitate the exploration, creation, and operation of a "Main Street" or similarly structured organization to manage the downtown	ED	INHS	2015
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	\$	2015
Work with downtown businesses to create one or more Business Improvement District(s) (also listed under Objective # 4)	ED	INHS	2016
Facilitate the establishment of unified business operating hours to gain continuity between businesses	ED	INHS	2016 - 2017
Create unified wayfinding downtown that enhances the downtown visitor experience	ED / DPW	\$\$	2017

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

Task	Lead	Cost Estimate	Estimated Start Year
Encourage the orientation of private development toward the river	ED / DPW	INHS	Annual
Expand the City's downtown retail, restaurant, and service recruitment and attraction efforts	ED	INHS	2015
Preserve and celebrate downtown Janesville's historic architecture, where appropriate	ED / DPW	INHS	2015+
Review and, where appropriate, amend existing zoning and other regulatory codes to provide for flexibility, mix uses, and interconnectivity of developments/uses	BLDG DEV SRVS	INHS	2016
Undertake a marketing and attraction plan to explore the development of a "destination" use such as a museum, conference center, or larger performance venue within the downtown	ED	\$\$\$	2017
Determine feasibility of raising the walkway north of the Milwaukee St. Bridge on the east side of the river to improve access from the rear of existing businesses	DPW	\$	2015
Continue the look of the Main Street streetscape (2015 construction), along Milwaukee St. from Main St. heading west toward the Five Points. Coordinate this to occur at the same time as the Milwaukee St. bridge deck rebuild	DPW / ED	\$\$\$\$\$	2018
Improve ease of access to river walkways. Replace stairs from Milwaukee St going north with a series of ramps and landings to meet ADA requirements	DPW	\$\$\$\$\$\$	2018



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

Task	Lead	Cost Estimate	Estimated Start Year
Research and apply for grant opportunities to implement objectives of the strategic plan and other relevant plans.	ED / DPW	INHS	Annual
Engage local lending institutions to provide innovative and collaborative financing products to downtown development projects.	ED	INHS	Annual
Utilize the City's Tax Increment Financing authority to promote creative redevelopment throughout the downtown, by creating one or more new districts centered around significant redevelopment projects.	ED / DPW	\$\$\$\$	2015
Work with downtown businesses to create one or more Business Improvement District(s) (<i>also listed under Objective #2</i>)	ED	INHS	2016
Develop a micro-loan program to assist start-up businesses in establishing a location in downtown Janesville.	ED	\$\$\$	2016
Seek to re-establish Community Development Block Grant funding as another funding source for downtown revitalization.	ED / NHCS	INHS	2019
Pursue and facilitate opportunities to establish development corporation(s) focused on redevelopment and revitalization of the downtown.	ED	INHS	2020+



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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
Review Council Policy #61 on Economic Development to determine how to better incorporate practices tailored to existing business	ED	INHS	2015
Creation of a micro-loan program for current business	ED	\$\$\$	2016

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

Task	Lead	Cost Estimate	Estimated Start Year
Continue to work with and expand existing partnerships (Forward Janesville, Rock County 5.0, MadREP)	ED	INHS	Annual
Organize a regional Economic Development summit	ED	\$	2015
Work with regional educators to create a "ready to work" workforce	ED	\$	2015+

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

Task	Lead	Cost Estimate	Estimated Start Year
Review of City building codes for areas of greater restrictions and propose changes, if practical	BLDG DEV SRVS / ED	INHS	2015+
Comprehensive review of development-related fees	ED	INHS	2015

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

Task	Lead	Cost Estimate	Estimated Start Year
Apply for federal EPA Revolving Loan Fund Grant	ED	\$\$\$	2016
Apply for federal EPA Site Assessment Grant	ED	INHS	2015
Plan for potential redevelopment the former General Motors Assembly facility	ED	INHS	2015
Organize a regional brownfields summit	ED	\$	2016



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

Task	Lead	Cost Estimate	Estimated Start Year
Market Janesville's "shovel ready" sites	ED	\$	Annual
Name and sign regional industrial parks	ED	\$\$\$	2015
Develop a comprehensive Economic Development marketing strategy	ED	\$	2015
Assist in the development of the SHINE Medical Technologies site	ED	\$\$\$\$\$\$	2016
Investigate the expansion of the Janesville Innovation Center (JIC)	ED	\$	2017

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

Task	Lead	Cost Estimate	Estimated Start Year
Maintain and expand regional transit opportunities	ED / Transit	TBD	Annual
Evaluate options for increased access to southside industrial parks	ED	\$\$\$\$\$\$	2015+
Pursue the development of rail-served industrial site	ED	\$\$\$\$\$\$	2015+
Evaluate options to grow existing Industrial Parks	ED	\$\$\$\$\$\$	2016
Pursue airport expansion opportunities	ED / County	\$\$\$\$\$\$	2018+
Pursue the construction of a westside City bypass	ED / DPW	\$\$\$\$\$\$	2020+
Pursue the construction an eastside City bypass	ED / DPW	\$\$\$\$\$\$	2020+



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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	ACCT	INHS	Annual
Review purchasing policy and purchase card processes	ACCT	INHS	2015
Improve City operating budget document to meet GFOA Distinguished Budget Award standards	ACCT / CMO	INHS	2015
Pilot a LEAN event to improve a business process	ACCT	\$	2015

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

Task	Lead	Cost Estimate	Estimated Start Year
Lobby legislature to on levy limits and alternative revenue sources	CMO	INHS	Annual
Explore alternative revenue sources for financing capital projects	ACCT	INHS	Annual
Update the City's special assessment policies	ACCT	INHS	2015
Update cost recovery goals and adjust rates / service fees to meet these goals	ACCT	INHS	2015
Conduct bi-annual rate studies of water & wastewater fees	ACCT	INHS	2015
Create a grant writer position to proactively seek grant funding for programs and activities consistent with the City's strategic plan	CMO	\$\$	2016+
City-wide revaluations of property values (market updates) every two years	ASSR	\$	2017



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Update the 5-year Capital Improvement Program (CIP); include life cycle cost of infrastructure improvements	ACCT	INHS	Annual
Prepare long-term financial projections of revenue and expenses for major City funds	ACCT	INHS	Annual
Prepare and update internal control procedures over major accounting processes	ACCT	INHS	Annual
Maintain an appropriate General Fund balance in accordance with Council Policy #89 on Fund Balance	ACCT	INHS	Annual
Practice responsible debt management by balancing capital needs with debt limits in accordance with Council Policy #75 on Debt Management	ACCT	INHS	Annual
Practice cash management that maintains strong liquidity and safe investments in accordance with Council Policy #68 on Investment of City Funds	ACCT	INHS	Annual
Review and potentially update Council Policy #89 on Fund Balance, at a minimum of every three years	ACCT	INHS	2015
Review and potentially update Council Policy #75 on Debt Management, as necessary	ACCT	INHS	2015
Review and potentially update Council Policy #68 on Investment of City Funds, as necessary	ACCT	INHS	2015



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Standardize and increase usage of the City's logo, tagline, and colors	MIG I	\$	Annual
Design, purchase, and utilize posters and banners in City facilities	MIG I	\$	Annual
Rent billboard space on I-39/90 for welcome/vision messaging	MIG I	\$	Annual
Utilize multi-media advertising and messaging venues to reach a broader and more diverse audience	MIG I	\$	Annual
Standardize the City's PowerPoint template and other external documents	MIG I	INHS	2015
Coordinate with City Departments for standardized signage	MIG I	\$	2015

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

Task	Lead	Cost Estimate	Estimated Start Year
Develop relationships with diverse media	MIG I	INHS	Annual
Proactively contact media on major issues	MIG I	INHS	Annual
Sustain MIG I's mission and roles	CMO	INHS	Annual
Implement a media training program	CMO / HR	\$	Annual
Personally invite media to City events	MIG I	INHS	Annual
Establish MIG I as the City's central media contact	MIG I	INHS	2014

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

Task	Lead	Cost Estimate	Estimated Start Year
Increase web-based conversations, surveys, and FAQs	MIG I	INHS	Annual
Accommodate diverse populations (minority, seniors, etc.) through engagement	MIG I	INHS	Annual
Rebrand "Public Information Meetings" (PIMs) as "Community Engagement Forums" (CEFs)	CMO	INHS	2014
Offer multiple venues for CEFs (including in-person, video, audio, web-based, etc.)	MIG I	\$	2015
Create a Citizen Engagement Task Force	MIG I	INHS	2015
Implement a Customer Relationship Management (CRM) system to increase customer service, engagement, and accountability	MIG I	\$	2016



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

Task	Lead	Cost Estimate	Estimated Start Year
Provide quarterly City Manager updates to state and federal legislators	MIG I	INHS	Annual
Build a strong working relationship with the Wisconsin League of Municipalities	CMO / MIG I	INHS	Annual
Build strong working relationships with state and federal legislators	CMO / MIG I	\$	Annual
Establish system for supporting City leaders in legislative engagements	MIG I	\$	Annual
Develop and implement a system to rapidly respond to and address major legislative issues	MIG I	INHS	2015
Create a legislative coordinator position*	CMO	\$\$	2016
Develop an annual legislative program to promote City interests to state and federal legislators	MIG I	\$	2017

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Develop and implement a comprehensive strategic communications plan	MIG I	\$	Annual
Highlight strategic goal, objective, and task achievement in communications	MIG I	INHS	Annual
Develop an annual Strategic Plan status report	MIG II	\$	Annual
Redesign Council meeting agenda memo to clearly depict how a Council action relates to the Strategic Plan	MIG II	INHS	2014
Conduct annual "State of the City" address to highlight strategic goal, objective, and task achievement	CMO	\$	2015



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

Task	Lead	Cost Estimate	Estimated Start Year
Conduct City Manager all-employee ("all hands") meetings	CMO	\$	Annual
Provide the City Report to the Council to highlight recent City activities	MIG II	INHS	Annual
Institute a formal process for dissemination of personnel policy changes and other personnel-related information	MIG I / HR	INHS	Annual
Produce a quarterly City employee newsletter	MIG I / HR	INHS	2015
Develop a City employee intranet / newsfeed	MIG I / IT	\$	2019



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

OBJECTIVE #1: Improve existing transportation system.

Task	Lead	Cost Estimate	Estimated Start Year
Develop and maintain a regional transit system that provides access to jobs, job training, education, medical care, and human services for citizens	TRANSIT	Op budget	Annual
Providing passenger amenities and upgraded facilities (bus stops signs, shelters, benches, Transfer Center, Transit Services Center, etc.) that make using Transit a pleasurable experience	TRANSIT	\$	Annual
Complete intermittent bike trail repairs	PARKS	\$	Annual
Complete Long Range Transportation Plan 2016 - 2045	PLAN SRVS	INHS	2015
Develop and maintain a crack sealing program to extend the life of pavements, and which is integrated with the street resurfacing/reconstruction program	OPS	Op budget	2015
Recondition N. Main Street from St. Lawrence to Centerway (DOT project)	ENG	\$\$	2015
Design Austin Road reconstruction from W. Court Street to Mineral Point (DOT project)	ENG	\$\$\$	2015
Complete Implementation of Pedestrian Transportation Corridor Plan (PTCP) to install new sidewalks	ENG	\$\$\$\$	2015
Resurface E. Milwaukee Street from Sumac Dr to Wright Rd (LRIP grant)	ENG	\$\$\$\$	2015
Upgrade or replace video/audio surveillance systems for buses and Transfer Center	TRANSIT	\$\$	2015
Establish an ongoing bus replacement program	TRANSIT	\$\$\$\$\$\$	2015
Acquire and maintain an electronic customer information capability to make using public transit easier and more attractive	TRANSIT	\$\$\$\$	2015
Implement GPS tracking technology on all snow / ice control equipment	OPS	\$\$\$	2015
Use Community Sensitive Solutions (CSS) funds on DOT project to improve Milton and USH 14 entryway corridors with I-39/90 expansion project. Establish committee for review and guiding aesthetic inputs	ENG	INHS	2015
Design Milwaukee Street bridge reconditioning (DOT project)	ENG	\$\$\$	2015
Design Sharon Road bridge replacement over Spring Brook (DOT project)	ENG	\$\$	2015
Improve all local streets rated 3 or lower on within three-year timeframe	ENG	\$\$\$\$\$\$	2015
Improve all collector/arterial streets rated 4 or lower within three-year timeframe	ENG	\$\$\$\$\$\$	2015
Fill Engineering secretary position vacated by retirement in 2013	ENG	\$\$	2016
Hire additional Engineering Technician (to replace technician position eliminated in 2009) to assist with increased street rehabilitation program	ENG	\$\$	2016
Review and enhance wayfinding signage.	PLAN SRVS	INHS	2016



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Resurfacing of Milton Avenue from Centerway to Randolph (DOT project)	ENG	\$\$	2016
Inventory and create life cycle maintenance program for trail system	PARKS	INHS	2016
Complete a City-wide inventory of street signs and develop a management/replacement system which meets Federal Highway Administration requirements	OPS	\$	2016 - 2017
Evaluate entrance route corridor enhancements - W Court St / Center Avenue	PARKS	\$	2017
Reconstruct Austin Road from W. Court Street to Mineral Point (DOT project)	ENG	\$\$\$\$\$	2017
Design reconstruction of USH 14 from Lexington to Deerfield (DOT project)	ENG	\$\$	2017
Complete the Transit Development Plan (TDP)	TRANSIT	INHS	2017
Recondition the Milwaukee Street bridge (DOT project)	ENG	\$\$\$\$	2018
Construct urban street cross section on Ruger Ave from Wright Rd to Wuthering Hills	ENG	\$\$\$\$\$	2018
Replace Sharon Road bridge over Spring Brook (DOT project)	ENG	\$\$\$	2018
Reconstruction of USH 14 from Lexington to Deerfield (DOT project)	ENG	\$\$\$	2019
Complete improvements to Peace Trail	PARKS	\$\$\$	2019+
Complete bike trail gaps	PARKS	TBD	2020+
Complete the extension of Fisher Creek Trail	PARKS / ENG	\$\$\$\$\$\$	2020+

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

Task	Lead	Cost Estimate	Estimated Start Year
Replace aging traffic signal & street light infrastructure, as needed	TECH SRVS	\$\$	Annual
Maintain City network to adapt to evolving technologies	IT	\$\$\$	Annual
Continue playground renovation program	PARKS	\$ or \$\$	Annual
Review City fleet for new and more energy efficient technology	OPS	\$	Annual
Complete roof condition studies for City facilities	TECH SRVS	TBD	2015
Repair or replace roof systems if recommended by roof condition studies	TECH SRVS	TBD	Multiple
Correct Ice Arena fire protection line from freezing at Ice Arena	TECH SRVS	\$	2015
Review and establish historic district signage proposed by Historic Commission	BLDG DEV SRVS	INHS	2015
Implement leachate recirculation project, as required by DNR	ENG	\$\$\$	2015



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Monterey Dam structural improvements, as required by DNR	ENG	\$\$\$	2015
Construction of new Fire Station #1	DPW / FIRE	\$\$\$\$\$\$	2015
Construct splash pad at Riverside Park	REC	\$\$\$\$	2015
Construct a skate park	PARKS	\$\$	2015
Complete improvements to the Youth Sports Complex (YSC)	PARKS	\$	2015
Advance City's enterprise Geographic Information System (GIS) program	DPW	\$\$	2015
Construct a second disc golf course at Riverside Park	PARKS	\$	2015
Demolish former Plaza Furniture / Tracy buildings	ENG	\$\$\$	2015
Design removal of parking plaza and town square	ENG	\$\$	2015
Demolition of 201 Rockport Park	PARKS	\$\$	2015
Extend building security system to all public buildings/facilities	TECH SRVS	\$\$\$	2015+
Replace legacy traffic signal controllers that are no longer serviceable	TECH SRVS	\$	2015 - 2016
Add a drop slide to Rockport Pool	REC	\$	2016
Develop life cycle maintenance schedule for traffic control: signs, street lights, signals	OPS / TECH SRVS	INHS	2016
Implement energy efficiency improvements at Senior Center	ENG	\$\$\$	2016
Replace Transit / Public Works radio communication system	OPS	\$\$\$	2016
Remove parking plaza and construct town square	ENG	\$\$\$\$\$\$	2016
Construction of Landfill - Phase 4	ENG	\$\$\$\$\$\$	2016
Closure of a portion of the clean-fill landfill (demolition landfill)	ENG	\$\$\$	2016
Complete deployments of Govern and New World	IT	\$\$\$\$	2016
Extend Metropolitan Area Network (MAN) to most City facilities	IT	\$\$\$\$\$	2016
Repurpose Monterey Park for better and more suitable usage	PARKS	\$\$\$	2016
Repair Oak Hill Cemetery road	ENG	\$\$	2016
Demo/Repurpose wading pool in Riverside Park	REC / ENG	\$	2016
Evaluate lease of Westphal Building	ED	INHS	2016
Construct Oak Hill Cemetery Maintenance Building	PARKS	\$\$	2016
Implement RFID tracking on automated trash collection cart	OPS	\$	2016
Replace entry sign and scoreboards at Dawson Softball Complex	REC	\$	2016



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Find a suitable location for a central Parks Maintenance Building	PARKS	\$\$\$	2017
Renovate Council Chambers	IT	\$\$\$	2017
Complete surface treatment of City Hall deck	ENG	\$\$\$	2017
Implement energy efficiency improvements at Pistol Range	ENG	\$\$	2017
Replace City Hall elevator system	TECH SRVS	\$\$\$	2017
Closure of Landfill - Phase 3	ENG	\$\$\$\$\$	2017
Renovate the Lions Beach bath house and dredge the beach area	PARKS	\$\$	2017
Replace or renovate Bond Park basketball	PARKS	\$\$\$	2017
Create pickleball courts	PARKS	\$\$	2017
Acquire salt brine manufacturing system in anticipation of greater use of brine for snow and ice control operations	OPS	\$\$	2017
Landfill Expansion - ISI/Feasibility/Plan of Operation	OPS	\$\$\$\$\$\$	2017+
Repair ceiling on upper garage of City Hall deck	ENG	\$\$	2018
Implement energy efficiency improvements at Fire Stations #2 thru #5	ENG	\$\$\$	2018
Construction of Landfill - Phase 5	ENG	\$\$\$\$\$\$	2018
Improve Sandhill Dr. Park	PARKS	\$\$	2018
Closure of Landfill - Phase 4	ENG	\$\$\$\$\$\$	2019
Complete caulking and painting of aquatics vessels	REC	\$	2019
Construction of Expansion Landfill - Phase 1	ENG	\$\$\$\$\$\$	2020+
Ice Arena Dehumidification System	REC / ENG	\$\$\$\$	2020+
Construct 3rd apparatus bays at Fire Station #2 and #5 to coincide with roof replacements	FIRE	\$\$\$\$\$	2020+
Implementation of Northeast Regional Park Plan	PARKS	\$\$\$\$\$\$	2020+
Renovate the third floor of the Senior Center	REC	\$\$\$\$\$\$	2020+
Closure of Landfill - Phase 5	ENG	\$\$\$\$\$\$	2021



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Wisconsin's Park Place

2015 - 2019 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Evaluate and repair sanitary sewer improvements in conjunction with street repair	ENG	\$\$\$\$\$\$	Annual
Evaluate and repair water main improvements in conjunction with street repair	ENG	\$\$\$\$\$\$	Annual
Evaluate and repair storm sewer improvements in conjunction with street repair	ENG	\$\$\$\$	Annual
Replace roof on Water Utility Building (Admin portion), if necessary	TECH SRVS	\$\$\$	2015
Bring back out of service Park water fountains	PARKS	\$	2016
Replace the control valve at Pump Station 8	WATER	\$\$\$\$	2016
Extend infrastructure to Shine Medical project	ENG	\$\$\$\$\$\$	2016
Develop and maintain stormsewer cleaning program for catch basins and mains	OPS	Op Budget	2016
Create two positions to implement preventative maintenance program for catch basins and stormsewer mains (first employee in 2016; second employee in 2017)	OPS	\$\$\$	2016 - 2017
Construction of N. Wright Road greenbelt extension from STH 26 to Rotamer Road	ENG	\$\$\$\$	2017
Improve DAF process by installing updated equipment at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2017
Improve high strength waste storage at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2018
Update the gas conditioning skid at the Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2019
Install a new water main crossing the Rock River to improve system reliability	WATER	\$\$\$\$\$\$	2020
Monitor system demand to determine need for additional wells in north and south zones	WATER	\$	2020
Purchase a new 200KW micro turbine for Wastewater Treatment Plant	WWATER	\$\$\$\$\$\$	2020
Complete necessary updates for Wastewater Treatment Plant to meet permit requirements for phosphorus removal	WWATER	\$\$\$\$	2020+
Construct a new water tower / well on the City's northeast side	WATER	\$\$\$\$\$\$	2020+



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

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

Task	Lead	Cost Estimate	Estimated Start Year
Amend the Cooperative Boundary Area Plan with the Town of Rock	PLAN SRVS	INHS	2015
Rewrite/update zoning ordinance and subdivision ordinance for consistency with City Comprehensive Plan	PLAN SRVS / BLDG DEV SRVS	\$	2015 - 2016
Evaluate code enforcement programs to stimulate and improve service levels	BLDG DEV SRVS	INHS	2016
Complete a rewrite of sign code for consistency with Comprehensive Plan	BLDG DEV SRVS	\$	2016
Update the Comprehensive Plan	PLAN SRVS	\$	2016 - 2017
Update the Parks and Open Space Plan	PLAN SRVS / PARKS	\$	2016 - 2017
Implement mobile workforce	IT	\$\$\$	2017
Update the 208 Sewer Service Area Plan (Rock Co. delegated authority to update)	PLAN SRVS	INHS	2017



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2015 - 2019 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Re-negotiate the City / Janesville School District Joint Use Agreement	REC	INHS	2015
Develop a community-wide survey to explore partnership ideas and opportunities	CMO	\$	2015
Create a committee to determine how to best leverage volunteers	HR / CMO	INHS	2015
Review CVMIC's volunteer policy and disseminate to appropriate staff	HR	INHS	2015
Implement improvements to the City's volunteer interest form	HR / CMO	\$	2015
Create a formal orientation packet for each City board, commission, and committee	CMO / VAR DEPTS	INHS	2015
Work with the Youth Sports Coalition to assess future demand for programs and the potential need for expansion of the Youth Sports Complex facility	CMO / PARKS	INHS	2015
Facilitate discussions with the Rock County 4-H Board to keep the County Fair in Janesville	CMO	INHS	2015+
Create a Community Partner award	CMO	\$	2016
Create a City-wide inventory of existing public-private partnerships	CMO	\$	2016
Identify gaps and crossover in existing partnerships	CMO	\$	2016
Create a City committee to review partnerships quarterly	CMO	\$	2016
Develop a City-wide policy on appropriate volunteer use for programs and operations	HR / CMO	INHS	2016
Explore partnership with UW-Rock County for an internship program	HR / CMO	\$	2016
Promote, celebrate, and recognize partnerships through website, media releases and/or annual banquet	CMO	\$	2016
Develop a master list of volunteers / local organizations that work with the City	HR / CMO	INHS	2017
Create a shared calendar on the City's website for volunteer opportunities	CMO	INHS	2017
Leverage volunteers in the workforce, where applicable	HR / CMO	INHS	2020
Create a City-wide volunteer program (e.g. training, recognition, tracking)	HR / CMO	\$	2020
Create a City-wide volunteer coordinator position to assess needs of program and manage volunteers	HR / CMO	\$	2020



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2015 - 2019 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Explore opportunities for joint purchases of commodities (e.g. salt, sand, etc.) with other local governments	DPW / ACCT	\$	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
Incorporate a joint purchasing review as part of the annual CIP process	ACCT	INHS	2015
Determine feasibility of shared IT services with other local governments	IT	\$	2016
Explore potential partnerships and shared resources with the Janesville and Milton School Districts	CMO	\$	2016
Establish an inter-governmental task force to explore partnerships, economies of scale, shared staffing, equipment purchases, etc.	CMO	INHS	2017
Explore opportunities for shared staffing among local governments (e.g. marketing, graphic design, etc.)	CMO	\$	2017

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

Task	Lead	Cost Estimate	Estimated Start Year
Work with JACVB to attract professional development and business conferences to Janesville	ED	\$	Annual
Create a database of City staff listing their professional memberships, service group affiliations, volunteer activities, etc.	CMO	\$	2015
Update request form for community groups/businesses interested in a City staff person to come to their meeting to discuss a certain topic	CMO	\$	2015
Identify staff liaisons to various community groups	CMO	\$	2016



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2015 - 2019 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	CMO	INHS	Annual
Review peer cities when job opens, as needed	HR	INHS	Annual
Maintain policy of open recruitment process	HR	INHS	2015
Formalize new employee orientation program	HR	INHS	2015
Maintain policy for advertising vacant positions depending on the type of position	HR	INHS	2015
Conduct wage and benefit survey with peer cities	HR	TBD	2015
Conduct organization climate survey	HR	INHS	2015
Renegotiate three labor agreements	HR / CMO	\$	2015
Increase HR Customer Service Representative from a part-time to full-time position	HR	\$	2015
Training for employees to improve interview skills (internal promotions)	HR	INHS	2016
Explore feasibility of mentorship program	HR / CMO	INHS	2017
Training for employees to improve communication skills, including Toastmasters	HR	\$	2017
Benchmark key positions	HR	INHS	2019



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Wisconsin's Park Place

2015 - 2019 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Conduct refresher diversity training program periodically	HR	\$	Annual
Target recruiting efforts in cities with large minority populations	VAR DEPTS	INHS	Annual
Check with City of Appleton's Diversity Coordinator for ideas on how to embrace diversity	HR	INHS	2015
Establish an employee committee to review and make recommendations on diversity-related topics	CMO	INHS	2015
Explore feasibility of creating a City diversity coordinator position	CMO	INHS	2015
Reach out to Diversity Action Team, School District, and Rock County Diversity Team	CMO	INHS	2016
Expand outreach efforts to educational institutions	CMO	INHS	2016
Explore feasibility of City college scholarship for Janesville HS students upon graduation; student works for the City	CMO	INHS	2018

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 / CMO	INHS	Annual
Incorporate City values into performance evaluations	HR	INHS	2015
Research NeoGov performance review module	HR	\$	2015
Encourage employees to be more visible in community	CMO	INHS	2015
Solicit cost saving ideas from employees	CMO	INHS	2015
Encourage employees to speak to community groups	CMO	INHS	2015
Encourage employees to attend and speak at their state and regional conferences	CMO	INHS	2015
Explore feasibility of implementing 360-degree performance evaluations	HR	INHS	2015



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2015 - 2019 STRATEGIC PLAN

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

Create employee committee to review & recommend ideas for performance benchmarks	CMO	INHS	2015
Develop a performance measurement system	CMO / HR	\$	2015
Reward employees with a bonus for ideas implemented that realize a significant cost savings to the City	CMO	\$\$	2016
Create a performance dashboard to overview progress	CMO / HR	TBD	2016

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

Task	Lead	Cost Estimate	Estimated Start Year
Reactivate Health Plan Committee, of which the Wellness Team is sub-committee	HR	TBD	2015
Obtain feedback in health plan changes from Health Plan Committee	HR / CMO	INHS	2015
Issue wellness newsletter	HR	INHS	2015
Create and budget for a full-time Risk Manager position	CMO / HR	\$\$	2015
Review and update City safety program	HR	\$	2015
Explore ways to reduce worker's compensation claims	HR	TBD	2015
Provide healthy food options in vending machines / break rooms	CMO	TBD	2016
Research ways to amend health plan to incentivize and reward wellness	HR / CMO	TBD	2016
Build showers at appropriate City facilities	DPW / CMO	TBD	2020



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Wisconsin's Park Place

2015 - 2019 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
Incorporate findings and recommendations of the Traxler Park Master Plan into the strategic plan	CMO	\$\$	2015
Incorporate findings and recommendations of Rock Renaissance Area Redevelopment and Implementation Strategy into the strategic plan	ED	\$\$\$\$\$\$	2015+
Identify key locations along river for recreational facilities	PLAN SRVS	\$	2016
Coordinate drawdown of Rock River for extensive cleanup activities	PARKS	\$	2017
Establish a Riverfront Entertainment District	ED	\$	2018
Identify areas of Rock River Corridor where private business could increase appeal	PLAN SRVS	\$	2018
Discuss diversion over the Centerway Dam with North American Hydro	DPW	\$	2020+

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

Task	Lead	Cost Estimate	Estimated Start Year
Identify opportunities to acquire properties adjacent to the Rock River	PLAN SRVS	INHS	Annual
Continue to aggressively pursue grant funding opportunities	CMO	\$	Annual
Explore funding partnerships to acquire properties adjacent to the Rock River	CMO	\$	Annual
Create a Riverfront Acquisition Fund to purchase properties adjacent to the Rock River	ACCT	\$\$\$\$\$\$	2020+

OBJECTIVE #3: Complete long-term shoreline enhancements.

Task	Lead	Cost Estimate	Estimated Start Year
Continue to support "Friends" groups river and shoreline cleanup activities	PARKS	INHS	Annual
Work with County to correct Memorial Bridge erosion	DPW	\$	2015
Highlight and recognize points of interest along Rock River Corridor	DPW	\$	2016
Evaluate shorelines and tailor improvements to existing shoreline developments	DPW	\$\$\$	2018



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2015 - 2019 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Continue Fire Department policy and procedure review and revisions	FD	INHS	Annual
Complete Fire Department vehicle replacement per scheduled plan	FD	\$\$\$\$\$\$	Annual
Develop and expand Fire Department training competencies	FD	INHS	Annual
Evaluate future Fire Station sites	FD	\$	2015
Repair the Fire Training Center parking lot	FD	TBD	2015
Evaluate & Implement Master Fire Department training plan	FD	INHS	2015
Conduct proper Annual Review training and re-establish annual review requirements for all personnel	FD	\$	2015
Adopt a mandatory building repeater ordinance for all new construction of large buildings and schools to ensure radio communications throughout building	PD / FD	INHS	2015
Develop a Fire Department facilities master plan	FD	INHS	2015
Assess new and existing fire facilities' needs based on master plan	FD	INHS	2015
Complete Insurance Services Org. (ISO) evaluation for rural contract service areas	FD	INHS	2015
Replace Police Department Tasers	PD	\$	2015
Replace Police Department SWAT safety gear	PD	\$\$\$\$	2015
Personal Development Plan training and implementation with annual review	FD	\$	2015
Send all officers and acting officers through COLA & Blue Card training	FD	\$	2015
Establish increased illumination of streets & reduce large vehicle damage (FD)	CMO	\$\$\$	2015
Import CAD information into Firehouse system	IT	TBD	2015+
Complete an Evaluation of Standards for Cover (pre-cursor to accreditation)	FD	\$	2015+
Procure property for Fire Station #6	FD	\$\$\$	2016
Create a Records Clerk position to ensure appropriate, timely handling and processing of protected health information (PHI)	FD	\$\$	2016
Create a part-time IT Specialist position to fulfill Fire Department IT needs	IT	\$\$	2016



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2015 - 2019 STRATEGIC PLAN

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

Partner with existing large buildings and schools to install repeaters	PD	TBD	2016
Specialized teams training props improvement	FD	\$\$\$	2016
Pursue Fire Department accreditation	FD	\$	2016
Add two Fire Prevention Bureau staff to fulfill investigative, public education, plan review, and inspection obligations	FD	\$\$\$	2017
Attain Re-Accreditation for Police Department	PD	\$	2017
- Seek out additional employees to take part in obtaining proofs for standards	PD		2014
- Build standard files	PD		Annual
- Conduct mock assessment and onsite assessment	PD		2017
Add three Police Officers, one Detective, and a part-time Crime Analyst to address population growth and implement community-policing initiatives	PD	\$\$\$	2017-2019
Upgrade alerting systems at all Fire Stations	FD	\$\$	2018
Upgrade the Fire Training Center Live Burn facility to meet current safety and environmental standards	FD	\$\$	2018
Implementation of fifth ambulance (Fire Station #3) with appropriate staffing	FD	\$\$\$\$	2018
Re-evaluate consolidation of Fire and/or EMS services in the County	FD	\$	2019
Procure property for Fire Station #7	FD	\$\$\$	2019
Install community surveillance cameras in all facilities and public areas/parks	IT / TECH SRVS	\$\$\$\$\$	2020+
Add three Police Officers and one Detective to address population growth, crime trends, and implement community-policing initiatives	PD	\$\$\$	2020+



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2015 - 2019 STRATEGIC PLAN

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

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

Task	Lead	Cost Estimate	Estimated Start Year
Investigate adding bike lanes to additional roads throughout the community	DPW	TBD	Annual
Explore feasibility of constructing a Vita course and/or Fitness Trail	PARKS	INHS	2015
Establish a scholarship plan for recreational programs	REC	\$	2015
Identify a staff liaison to the United Arts Alliance who reports on their activities	REC	\$	2015
Plot all recreational programs on City map	REC	\$	2015
Establish branch libraries on the City's northeast, southwest, and southeast sides	HPL	\$\$\$\$\$\$	2015+
Inventory recreational programs for cultural diversity and determine all locations programed	REC	\$	2016
Develop a Recreation Division Master Plan	REC	\$	2017
Consider staffing Lions Beach with lifeguards	REC	\$	2017
Identify cultural organizations/communities within Janesville and seek opportunities to partner with them	REC	\$	2017

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

Task	Lead	Cost Estimate	Estimated Start Year
Reduce domestic violence incidents by 5% over a 5 year period	PD	\$	Annual
- Remove guns from domestic violence violators	PD		
- Research and evaluate offender services	PD		
- Target repeat offenders	PD		
- Community outreach for support in shared goal	PD		
Reduce heroin overdoses by 5% over a 5 year period	PD	\$	Annual
- Expand Rx Alert Program regionally	PD		
- Partner with Janesville Schools to begin heroin programming	PD		
- Community outreach, publicity	PD		
Promote block parties to neighborhoods	REC	\$	2015
Project and define the next neighborhoods to partner with to reduce crime	PD	\$	2015



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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.

- Hire / shift duties of .5 FTE Crime Prevention Specialist and .5 FTE Crime Analyst	PD		
- Analyze call data and produce hot spot maps to identify high crime areas	PD		
- Increase the neighborhood watch program	PD		
- Continue community outreach to build relationships with neighborhoods	PD		
Promote fire sprinkler education and adoption through public side-by-side burn demonstrations	FD	INHS	2016

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

Task	Lead	Cost Estimate	Estimated Start Year
Continued coordination/participation with Rock County Emergency Management	PD / FD	INHS	Annual
Conduct bi-annual emergency preparedness tabletop exercises for City Departments	PD / FD	\$	2015
Develop and equip a City Emergency Operations Center	CMO	\$\$	2016
Conduct a live emergency preparedness exercise for entire city every five years	PD / FD	\$	2016
Accessible Building Pre-Plans for emergency & non-emergency access for all Divisions	IT	\$	2016
Create a Emergency Management Officer position	CMO	\$\$	2016+
Construct, equip, and staff Fire Station #6	FD	\$\$\$\$\$\$	2020 (Annual)
Construct addition to current Police Services Building	PD	\$\$\$\$\$\$	2020+



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2015 - 2019 STRATEGIC PLAN

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

OBJECTIVE #5: Promote affordable housing.

Task	Lead	Cost Estimate	Estimated Start Year
Implement 5- year Consolidated Plan for housing & community development programs	NCS	\$\$	2015
- Maintain and increase efforts to provide quality, affordable housing	NCS		
- Maintain and increase efforts to support homeownership opportunities	NCS		
- Maintain programs that assist in the elimination of lead based paint	NCS		
- Maintain and increase efforts to proactively address housing violations	NCS		
Maintain programs that assist in the elimination of blighted properties	NCS	TBD	2015
Expand implementation of chronic nuisance premises ordinance	NCS	INHS	2015
Explore feasibility of developing a vacant building ordinance	NCS	INHS	2016

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	PD	\$	2015
Utilize community survey results to evaluate agency success	PD / FD	INHS	2015
Utilize community survey results to determine agency strategies and staffing needs	PD / FD	INHS	2015-2019
Identify funding source to establish a tree trimming program for streets (vehicle damage, blocking street lights, etc.)	CMO	\$\$	2016