Strategic Plan Content

Summary of Contents from Plan Development Sessions

Contents

Mission, Vision, Values 2
- Mission: 2
- Vision: 2
- Values: 2

Priorities: 3
1. Thriving Community 3
   - Goal statement: 3
   - Objectives 3
   - Outcomes and Performance Measures 3
2. Healthy Economy 4
   - Goal statement 4
   - Objectives 4
   - Outcomes and Performance Measures 4
3. Community Infrastructure 5
   - Goal statement 5
   - Objectives 5
   - Outcomes and Performance Measures 5
4. Governance and Leadership 6
   - Goal statement 6
   - Objectives 6
   - Outcomes and Performance Measures 6
5. Natural Environment 7
   - Goal statement 7
   - Objectives 7
   - Outcomes and Performance Measures 7

Mission, Vision, Values

Mission:

- Current: To enhance the quality of life for the people of Johnson County by providing exceptional public services in a collaborative, responsive, and fiscally accountable manner.

- Proposed: To enhance the quality of life in Johnson County by providing exceptional public services.

Vision:

- Proposed: Johnson County is a forward-looking community built on strong governance, excellent public service, skilled professionals, and strategic partnerships.

Values:

- **Accountable:** We act with integrity, take responsibility for our actions and outcomes, and manage public resources with transparency to foster the trust of our community.
- **Collaborative** - We listen with intent to our community, seek out diverse perspectives, and work across departments, and with partners, to make shared decisions and achieve better outcomes.
- **Dynamic:** We embrace the vitality of ideas and opportunities through ambitious leadership, remain agile in the face of change, and continually push beyond the status quo to improve how we serve our community.
- **Inclusive:** We foster a diverse and equitable environment where all people feel valued, voices are respected, and thriving cultural diversity strengthens our decisions, services, and community.
- **Sustainable:** We plan for the long term and steward our natural and financial resources responsibly to sustain strong services, healthy systems, and a resilient community.

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Priorities:

1. Thriving Community

Goal statement:

- Foster a safe, welcoming, healthy, and connected community where residents—across urban and rural Johnson County—can access essential services, basic needs, and community supports.

Objectives

- Enhance services and increase outreach to assist vulnerable populations with accessing social services and attainable housing.
- Expand access to preventative services that enhance wellness, safety, and knowledge.
- Implement a universal county-wide translation plan to ensure County services are available in the languages spoken in the community.
- Reduce food insecurity through cross-sector collaboration and increase access to food and food assistance programs.
- Increase access to affordable transportation county-wide to connect residents to resources needed for daily living.
- Ensure adequate support and funding to maintain quality public safety services.

Outcomes and Performance Measures

- Increase in access to services available throughout the County
- Appropriate workforce staffing and workload levels for the programs that support preventative services have been identified
- # of patients enrolled in the MIH program
- Additional community navigators are on staff by Fiscal Year 2029
- County-wide language access plan is complete by December 2026
- Increase the number of buses and drivers to underserved areas
- Increase in funding for targeted rural programs
- Funding and staffing for adequate public safety services has been allocated

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2. Healthy Economy

Goal statement

- Build a resilient, inclusive economy by investing in people, places, and industries so all residents, businesses, and communities can thrive.

Objectives

- Maintain investment in and collaboration with local and regional partners to ensure coordinated economic development in Johnson County.
- Continue to coordinate with local and regional partners to address workforce participation barriers by improving access to affordable childcare to enable a ready workforce.
- Invest in amenities that attract and retain residents to make the County a desirable destination for workforce talent.
- Maintain County pay scales to achieve a living wage.

Outcomes and Performance Measures

- Update the County economic development plan by 2030
- Increase the number of children aged 0-5 accessing affordable childcare
- Attract and retain early childhood teachers through the wage enhancement program
- Increase the Johnson County bike trail network annually
- Increase in attendance of visitors at County-funded/sponsored events
- Continue annual Cost of Living Adjustments and evaluate against the living wage (per definition)

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3. Community Infrastructure

Goal statement

- Maintain a consistent investment in housing, facilities and infrastructure that meet community and County operational needs.

Objectives

- Evaluate existing investments and potential programs and incentives that increase the availability of and accessibility to safe and attainable housing.
- Collaborate and support municipalities to increase the availability of attainable housing units.
- Recommend changes to the Johnson County rental code to ensure that rentals are uniformly safe, stable, and habitable.
- Provide support to help stabilize manufactured home parks (MHP) to maintain an important source of housing.
- Align the Comprehensive Plan with existing and future infrastructure improvement projects to focus on growth areas.
- Continue to improve bridges throughout the County to maintain access and the secondary road network.
- Assess the needs of County-owned buildings to ensure assets are protected and County employees have safe and adequate workspaces and facilities.
- Review the historic Poor Farm and define future plans and expectations for all components of the site.

Outcomes and Performance Measures

- Add, rehabilitate, and/or maintain 100 attainable housing units outside the Metro area by end of Fiscal Year 2030
- Begin implementing recommendations of identified funding investments in attainable housing by July 2027
- Begin implementing recommendations from the Rural Housing Assessment by July 2027
- Support implementation of a community land trust model for acquisition of MHP with large federal grant award by end of June 2028
- Create MHP community working group by end of fiscal year 2028
- Implement changes to the Johnson County rental code by end of June 2028
- Align growth areas and infrastructure requirements (e.g., IWV road) via the comprehensive planning process in fiscal year 2028
- Improve three bridges on the secondary road network per year
- Create a county building maintenance plan by end of 2027
- Update the historic Poor Farm future plan by end of 2028, defining operational and revenue expectations including commercial kitchen operations

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4. Governance and Leadership

Goal statement

- Cultivate an organizational culture and operations in the County driven by excellence, transparency, and collaboration.

Objectives

- Improve the customer experience at each building to assist visitors in accessing the appropriate County services.
- Cooperate with community efforts to plan for an alternative form of government, including a board-county manager governance structure.
- Establish a code of conduct and ethics for County elected officials and leadership to improve public confidence in County operations.
- Create standard operating procedures for the Board of Supervisors to establish formal guidance for Supervisor actions.
- Define and implement expectations for the County Board as liaisons to cities, committees, and boards throughout the County to improve regional collaboration.
- Expand and codify financial policies to enhance transparency and fiscal responsibility.
- Expand and fund professional development opportunities for County employees by offering training through internal and external options.
- Improve collaboration between department heads and elected officials before proceeding with County initiatives and agenda items.
- Improve ways to measure employee satisfaction and well-being and identify improvements to County operations.

Outcomes and Performance Measures

- Develop and implement methods for regularly collecting customer feedback by December 31, 2027
- Align with the Iowa Code to implement community efforts for an alternative county governance structure by the end of 2028
- Establish a code of conduct for the Board of Supervisors by July 1, 2027
- Create Board of Supervisors Standard Operating Procedures by July 1, 2027
- Board liaisons attend City council meetings in person once per quarter with an agenda item
- Maintain compliance with the County's financial reserve policy
- Review all County financial policies every other year through the Budget Assistance Preparation Committee
- Implement anti-fraud policy and auditor-of-state recommendations of the Conservation Audit
- Maintain ongoing compliance with the County Budget GASB award
- Develop a staff and management training and professional development program by July 1, 2027
- Schedule meetings twice a year with state and federally-elected officials
- Create a tool to collect employee satisfaction using WellBQ as a foundation, and implement survey outcomes

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5. Natural Environment

Goal statement

- Protect and preserve the natural resources of Johnson County.

Objectives

- Maintain current residential density in sensitive watershed areas to protect water quality and quantity.
- Create and protect wetlands along the Iowa River Corridor to achieve conservation goals.
- Encourage collaboration with the Iowa Geologic Survey to facilitate Silurian aquifer monitoring and create policy and guidance based on information obtained to reduce drawdown and increase recharge rate.
- Increase campaign efforts to notify the public about existing soil health and well-testing programs.
- Identify high quality wetlands, woodlands, and native prairies for acquisitions or protective easement to protect sensitive natural areas.
- Maximize carbon reduction initiatives, review past County reports for possible recommendations, and adopt renewable energy sources where feasible to reduce greenhouse gas emissions.
- Evaluate County fleet-related infrastructure and complete a fleet analysis to assess adoption of EV and alternative fueled vehicles.

Outcomes and Performance Measures

- Increase the number of acres of wetlands that are created or protected along the Iowa River corridor
- Monitor and slow/reduce drawdown of the aquifer and increase recharge
- Increase the number of acres participating in the soil health program
- Identify and increase the number of acres acquired or under protective easement
- Strive for no net gain of operational carbon emissions in the next five years and aim for an overall reduction
- Complete electric vehicle study by end of 2028
- Increase fuel efficiency of County vehicles by XXX MPG/%

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