



Johnson County Strategic Plan: January 1, 2020 to June 30, 2022

Approved December 26, 2019; Amended Thursday, June 3, 2021

Johnson County mission

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.

Johnson County values

- Diversity, equity and inclusion
- Outreach and community engagement
- Safety
- Sustainability and resiliency
- Transparency and accountability

Objectives/priorities

- I. Strengthen the human resource of Johnson County government. *(Supporting Supervisor: Lisa Green-Douglass)*
- II. Improve communications strategies and methods with Johnson County government employees and the public. *(Supporting Supervisor: Rod Sullivan)*
- III. Improve opportunities for people to be able to live affordably in our community. *(Supporting Supervisor: Jon Green)*
- IV. Increase diversity, inclusion and equity in Johnson County government across all organizational levels and positions. *(Supporting Supervisor: Royceann Porter)*
- V. Maintain financial health and stability of Johnson County government. *(Supporting Supervisor: Pat Heiden)*

I. Strengthen the human resource of Johnson County government. (Supporting Supervisor: Lisa Green-Douglass)

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Notes
<p>a. Develop employee committees that are relevant and current.</p>	<p>i. Evaluate current structure and representation of internal employee committees.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>Feb. 1, 2020</p>	<p>Internal committees Board of Supervisors Office</p>	<p>Completed</p>
	<p>ii. Create documentation detailing each committee's mission, responsibilities and staff contacts.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>Feb. 1, 2020</p>	<p>Internal committees Board of Supervisors Office</p>	<p>Completed</p>
	<p>iii. Evaluate budget and staff support for each committee.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>Feb. 1, 2020</p>	<p>Board of Supervisors Office Finance Department</p>	<p>Completed</p>
<p>b. Commit to an employee benefits package that is competitive to continue to attract and retain outstanding employees and increase employee satisfaction.</p>	<p>i. Evaluate current benefits package, including, but not limited to providing paid leave for bone marrow and organ donation, providing work-from-home options, creating a vacation buy-back program, offering more vacation and more vacation earlier, helping employees save more for retirement with an employer match, and contributing to childcare expenses or creating onsite childcare options.</p>	<p>Documentation of current benefits package and additional options provided to the Board of Supervisors.</p>	<p>Aug. 1, 2020</p>	<p>Human Resources Department</p>	<p>See attachment.</p>

	ii. Provide more family-friendly employee policies and benefits and initiate a review of best practices.	Documentation of findings created and report provided to the Board of Supervisors.	Oct. 15, 2020	Human Resources Department	See attachment.
	iii. Evaluate family care policies.	Documentation of findings created and report provided to the Board of Supervisors.	Oct. 15, 2020	Human Resources Department	See attachment.
	iv. Provide direction to Human Resources Director before negotiations begin to work for an equitable contract for bargaining unit employees.	Contracts negotiated successfully.	Dec. 1, 2020	Human Resources Department Unions	Completed. Administrative bargaining unit did not recertify.
	v. Explore an option to purchase short-term disability at a reduced group rate as well as additional life insurance at a discounted group rate.	Documentation of options provided to the Board of Supervisors.	Dec. 31, 2020	Human Resources Department Finance Department	See attachment.
	vi. Revise non-bargaining merit increase system. Make merit increase fully a salary increase by eliminating brakes on the system. Allow more flexibility in rewarding outstanding work.	Approval of new pay plan by the Board of Supervisors.	Jan. 30, 2020	Human Resources Department Finance Department	Completed. Feedback on new merit Performance Evaluation form has been positive from users. Brakes on merit increase after midpoint were eliminated, retroactive to 07/01/2021.
	vii. Hire a professional entity to conduct an employee survey every two years.	Goals of survey established by the Board of Supervisors. Survey conducted and results presented.	Dec. 31, 2021	Board of Supervisors Office Human Resources Department	Need-BOS work session to establish the goals of the survey and what we will do with the results using the initial cultural assessment recommendations.

<p>c. Provide an employee physical work environment that is ADA-compliant and increases employee collaboration, satisfaction and ability to provide excellent service to the public.</p>	<p>i. Evaluate employee workspace access to natural light.</p>	<p>Findings and recommendations from space needs analysis provided to the Space Needs Committee and Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Facilities Department Space Needs Committee</p>	<p>This is the largest unfinished section. In CY22, implementation of the Space Needs analysis will begin. Items i-iv will be included in the remodel.</p>
	<p>ii. Implement space needs analysis.</p>	<p>Findings and recommendations from space needs analysis provided to the Space Needs Committee and Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Facilities Department Space Needs Committee</p>	
	<p>iii. Provide welcoming environment to the public.</p>	<p>Findings and recommendations from space needs analysis provided to the Space Needs Committee and Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Facilities Department Space Needs Committee Board of Supervisors Office</p>	
	<p>iv. Provide dedicated lactation spaces in all County buildings.</p>	<p>Lactation spaces created in each County building.</p>	<p>June 30, 2022</p>	<p>Facilities Department Public Health Department Board of Supervisors Office - Inclusion and Equity</p>	
	<p>v. Provide gender neutral restrooms in all County buildings.</p>	<p>Gender neutral restrooms created in each County building.</p>	<p>June 30, 2022</p>	<p>Facilities Department Board of Supervisors Office - Inclusion and Equity</p>	
	<p>vi. Utilize appropriate technology in meeting spaces – including remote access capabilities – to promote inclusion, collaboration, and accessibility; and to safeguard continuity of operations and prevent public service disruptions during emergencies.</p>		<p>June 30, 2022</p>	<p>Board of Supervisors Office - Communications Facilities Department Information Technology Department</p>	

d. Create a culture of mental, emotional, social and physical well-being.	i. Revise current hiring process to reduce downtime when employees leave.	Determination of which jobs require external advertising. Determination of departmental budget impact to accommodate hiring overlaps.	March 1, 2021	Human Resources Department Finance Department Board of Supervisors Office - Inclusion and Equity	See attachment.
	ii. Explore internal promotion process. Allow current employees to be promoted within their department without having to re-interview for their job.	Determination of which jobs require external advertising. Determination of departmental budget impact to accommodate hiring overlaps.	March 1, 2021	Human Resources Department Finance Department	Completed. Several departments and offices have created tiered positions (level I, II, and sometimes III), including, but not limited to, Auditor, Recorder, Treasurer, PDS, IT, Public Health.
	iii. Strengthen payroll and time and attendance reporting processes using technology to transition from a paper-based legacy system.	Paperless time and attendance reporting system produced by the Information Technology Department.	Aug 1, 2021 and Dec 31, 2021	Information Technology Department Human Resources Department Auditor's Office	Not completed.

II. Improve communications strategies and methods with Johnson County government employees and the public. *(Supporting Supervisor: Rod Sullivan)*

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Notes
<p>a. Improve and increase the County’s outreach and engagement efforts.</p>	<p>i. Conduct a county-wide communications audit.</p>	<p>Worked with all departments and offices to generate audit reports and allow the Communications team to build relationships and capacities among all departments.</p>	<p>July 1, 2022</p>	<p>Board of Supervisors Office - Communications</p>	<p>Audits in progress. Working with Communications Committee.</p>
	<p>ii. Develop a monthly electronic newsletter.</p>	<p>Content schedule developed. Materials curated from departments and offices.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office - Communications Information Technology Department All departments and offices</p>	<p>Developing content plan and working with IT to launch.</p>
	<p>iii. Investigate the development of a print newsletter to be mailed to rural residents.</p>	<p>Content schedule developed. Materials curated from departments and offices. Printing options researched and budget created.</p>	<p>Dec. 31, 2020</p>	<p>Board of Supervisors Office - Communications</p>	<p>Determined to be cost prohibitive and thus not feasible.</p>
	<p>iv. Investigate the creation of an outreach and engagement position to focus on both the public and employees.</p>	<p>Job description developed and approved.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Human Resources Department</p>	<p>Change in the Communications Team staffing plan has delayed this.</p>
	<p>v. Conduct surveys and focus groups and create metrics to assess the effectiveness of communications efforts to County internal and external audiences.</p>	<p>Professional entity hired to conduct surveys and focus groups.</p>	<p>Dec. 31, 2021</p>	<p>Board of Supervisors Office - Communications Board of Supervisors Office - Inclusion and Equity</p>	<p>Completed. Will continue to work with new Inclusion and Equity position to move forward with this initiative.</p>
	<p>vi. Hire ARPA-funded public benefit navigators or “community navigators” to facilitate equitable access to public assistance programs.</p>			<p>June 30, 2022</p>	

	vii. Develop an education program for employees regarding basic County information to enhance customer service.	Implementation of program.	June 30, 2022	Board of Supervisors Office - Communications Human Resources Department	
b. Develop interpretation and translation services access.	i. Develop list of resources for translation and interpretation services.	List of external resources created. Internal list of employees with language skills updated.	June 30, 2022	Board of Supervisors Office - Communications Board of Supervisors Office - Inclusion and Equity	Ongoing research on resources continues with the Inclusion and Equity Specialist and Supervisor Lisa Green-Douglass.
c. Implement assistive technologies to accommodate persons experiencing disabilities.	i. Consult WT Group to assess technologies that should be implemented and current resources reviewed.	Recommendations implemented.	June 30, 2022	Board of Supervisors Office Human Resources Department	Replaced assistive hearing technology in the Boardroom and 203B/C after the initial audit. The Media Production and Technology Specialist has been updated on the audit and is aware of the need to assess and implement the plan as we implement the Space Needs Analysis

III. Improve opportunities for people to be able to live affordably in our community. *(Supporting Supervisor: Jon Green)*

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Notes
<p>a. Strengthen partnerships with affordable housing stakeholders.</p>	<p>i. Evaluate options to create affordable housing on County-owned property.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Social Services Department Finance Department Attorney’s Office Planning, Development and Sustainability Department Public Health Department</p>	
	<p>ii. Evaluate the availability of low income and affordable housing in Johnson County.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Social Services Department Finance Department Attorney’s Office Planning, Development and Sustainability Department Public Health Department</p>	
	<p>iii. Lobby state agencies for more affordable housing opportunities.</p>	<p>Included in lobbying priorities.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Social Services Department Finance Department Attorney’s Office Planning, Development and Sustainability Department Public Health Department</p>	
	<p>iv. Improve efficacy of programs addressing negative economic impacts of the pandemic.</p>	<p>Thorough use of data analysis, targeted consumer outreach, improvements to data or technology infrastructure, and impact evaluations.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office American Rescue Plan Act Leadership Team</p>	
<p>b. Strengthen partnerships with affordable childcare stakeholders.</p>	<p>i. Evaluate creating affordable and quality childcare on County-owned property.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Social Services Department</p>	<p>Pending redevelopment of the Carquest lot.</p>
	<p>ii. Survey childcare providers regarding expansion of state childcare assistance slots.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Social Services Department</p>	<p>Completed and ongoing.</p>

	<p>iii. Explore opportunities to expand childcare entrepreneurial opportunities, especially with immigrant and refugee populations.</p> <p>iv. Explore opportunities to increase the number of employers investing in employee childcare options.</p> <p>v. Consider an incentive program to expand the number of childcare slots in the community.</p> <p>vi. Address educational disparities by supporting APRA-funded services such as new, expanded, or enhanced early learning services, including pre-kindergarten, Head Start, evidence-based educational services and practices to address academic needs of students and social, emotional, and mental health needs of students.</p> <p>vii. Support new or expanded high-quality childcare to provide safe and supportive care for children.</p>	<p>Documentation of findings created and report provided to the Board of Supervisors.</p> <p>Documentation of findings created and report provided to the Board of Supervisors.</p> <p>Documentation of findings created and report provided to the Board of Supervisors.</p>	<p>June 30, 2022</p> <p>June 30, 2022</p> <p>June 30, 2022</p> <p>June 30, 2022</p>	<p>Planning, Development and Sustainability Department</p> <p>Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department</p> <p>Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department</p> <p>Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department Finance Department</p>	
c. Strengthen economic development opportunities.	i. Promote small businesses and local food production as	Communications and marketing plan regarding agritourism and	April 1, 2021	Board of Supervisors Office - Grants Planning, Development and Sustainability Department	Completed

	<p>an economic driver in the County.</p>	<p>economic development created and implemented.</p>			
	<p>ii. Make necessary investments to build resiliency and equity in the food system supply chain.</p>	<p>Tourism and community engagement opportunities increased at the Historic Poor Farm through trails, events, natural area and watershed management, and accessible education infrastructure.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors office - Local Foods Historic Poor Farm Food Policy Council</p>	
		<p>Local food storage, processing and distribution infrastructure needs assessed and programs expanded or implemented in partnership with community-based businesses and organizations, including cold storage, commercial kitchens, and meat processing. Provide technical assistance and community connections for community-based food system businesses, organizations, and farms to increase availability of local produce and meat processing, diversity of markets, and wholesale institutional partnerships.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office - Local Foods Food Policy Council</p>	
		<p>Access to locally grown produce expanded to low-income communities and people of color for an equitable economic recovery.</p>		<p>Board of Supervisors Office - Local Foods Historic Poor Farm Food Policy Council</p>	
	<p>iii. Pursue economic development-related funding opportunities.</p>	<p>Opportunities regularly researched and communicated</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office Planning, Development and Sustainability Department</p>	

		to appropriate departments and offices.		Finance Department	
	iv. Invest American Rescue Plan Act funds for local fiscal recovery and economic growth.	Develop and execute public input sessions and community outreach with businesses, workers, nonprofit organizations and service providers conducted to identify gaps and opportunities for growth.	Dec. 31, 2021	Board of Supervisors Office – Grants Board of Supervisors Office – Special Projects Board of Supervisors Office - Communications	Completed
	v. Expand access to farmland for community-based farmers.	Connect farmers to land owners, facilitating better communication for the Historic Poor Farm and land opportunities beyond.	June 30, 2022	Board of Supervisors Office – Local Foods Historic Poor Farm Food Policy Council	
	vi. Work to increase hourly wages and household income in Johnson County.	Documentation of findings created and report provided to the Board of Supervisors.	June 30, 2022		
	vii. Prioritize green infrastructure including projects to manage pollution, conserve and reuse water, and reduce energy consumption in water systems.				

IV. Increase diversity, inclusion and equity in Johnson County government across all organizational levels and positions. *(Supporting Supervisor: Royceann Porter)*

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Notes
<p>a. Increase and retain diverse applicants and employees.</p>	<p>i. Develop annual report of applicants, interviews and hires, by race and gender, for each department.</p>	<p>Annual report created detailing applicant information by department and progress toward achieving diversity goals included in department head performance evaluations.</p>	<p>June 30, 2022</p>	<p>Human Resources Department</p>	<p>In progress.</p>
	<p>ii. Expand the advertising and recruiting pool area to include nearby large metropolitan areas.</p>	<p>Report generated by Human Resources reviewing current advertising and recruiting practices and researching additional options to attract diverse candidates, and provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Human Resources Department Board of Supervisors Office - Communications</p>	<p>Completed and ongoing.</p>
	<p>iii. Consider reimbursing travel expenses for applicants who travel here for final interviews.</p>	<p>Report generated by Human Resources regarding best practices for recruiting diverse applicants and provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Human Resources Department Board of Supervisors Office Finance Department</p>	<p>Completed and ongoing.</p>
	<p>iv. Evaluate and strengthen the employee diversity training program.</p>	<p>Recommendations developed based on participant surveys. Options researched based on best practices and trainings offered by other entities.</p>	<p>Jan. 1, 2022</p>	<p>Board of Supervisors Office - Inclusion and Equity Diversity and Inclusion Committee</p>	<p>Completed and ongoing.</p>
	<p>v. Research mentorship programs and best practices.</p>	<p>Report created on best practices and programs and provided to the Board of Supervisors.</p>	<p>June 30, 2022</p>	<p>Board of Supervisors Office - Inclusion and Equity Human Resources Department</p>	<p>In progress.</p>
	<p>vi. Increase Johnson County employment opportunities for diverse populations and build internship and job</p>			<p>June 30, 2022</p>	<p>Board of Supervisors Office - Inclusion and Equity Human Resources Department</p>

	training programs to accelerate hiring of unemployed and underemployed individuals.	Report created on best practices and programs and provided to the Board of Supervisors.			
b. Increase diversity of membership of Johnson County boards and commissions.	i. Develop and implement a survey regarding board and commission member demographics.	Report generated and provided to the Board of Supervisors annually.	June 30, 2022	Board of Supervisors Office - Communications	In progress.

V. Maintain financial health and stability of Johnson County government. *(Supporting Supervisor: Pat Heiden)*

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Notes
a. Increase financial analysis of capital projects.	i. Create a special projects coordinator position to oversee vertical infrastructure capital projects.	Plan for project management developed and approved.	Jan. 2021	Board of Supervisors Office Finance Department Human Resources Department	Completed. Job description created. Approved 12/17/2020. Hired and started 04/2021.
	ii. Encourage competitive quotes and bidding for capital projects over \$10,000.	Procedural policies with language that encourages competitive quotes and bidding developed.	June 30, 2020	Finance Department Board of Supervisors Office	Completed. General purchasing and procurement policy approved by BoS 11/19/2020.
b. Create and implement an organizational procurement, purchasing, and equipment disposal policies.	i. Encourage competitive quotes and bidding for purchases over \$10,000.	Policies developed that encourage competitive quotes and bidding.	Dec. 2020	Finance Department Board of Supervisors Office	Completed. General purchasing and procurement policy approved by BoS 11/19/2020.
	ii. Make sustainable procurement a policy.	Policies updated to include sustainable procurement.	Dec. 2020	Finance Department Board of Supervisors Office Planning, Development and Sustainability Department	Completed. County-owned property disposal policy approved by BoS 08/06/2020.
	iii. Evaluate bulk purchasing options.	Bulk purchasing programs researched and documentation of findings provided to the Board of Supervisors.	Dec. 2020	Finance Department Board of Supervisors Office	Completed. Finding provided to BoS 05/29/2020.
c. Review annual budget process and research alternative budgeting practices.	i. Increase budget process communication and transparency with departments and offices.	Alternative budgeting practices researched.	Sept. 2021	Finance Department Board of Supervisors Office	Completed. Findings and recommendations presented to BoS 06/16/2021.
		Internal communication plan developed and documentation of findings provided to the Board of Supervisors.	Sept. 2021	Finance Department Department heads and elected officials Board of Supervisors Office - Communications	Completed.

d. Enhance transparency of annual budget process.	i. Evaluate communications efforts and strategy to engage public in budget process.	Evaluation completed and report presented to the Board of Supervisors.	Sept. 2021	Finance Department Board of Supervisors Office - Communications	Completed.
	ii. Evaluate effectiveness of current annual budget presentation.	Annual budget presentation prepared and presented by the Finance department. Effectiveness of presentation evaluated.	April 2022	Finance Department Department heads and elected officials Board of Supervisors Office	
	iii. Improve funding allocation practices to third-party organizations to meet public purpose requirements under the State of Iowa Constitution.	The Grants Coordinator receives all funding requests and ensures funding agreements are in place prior to BoS presentation.	June 2021	Board of Supervisors – Grants Finance Department	Completed.