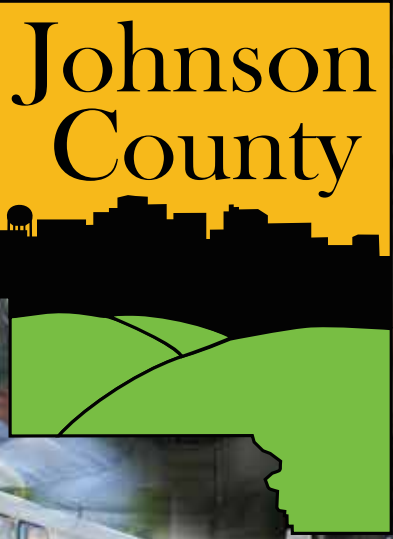




STRATEGIC PLAN • 2026-2030

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A strategic plan is a comprehensive framework that defines an organization’s long-term direction, priorities, and goals, along with the actions required to achieve them. It aligns an organization’s mission, vision, and values with measurable objectives and a clear implementation approach, serving as a roadmap for decision-making and resource allocation.

This strategic plan establishes a structured framework to guide Johnson County’s operating and capital investment decisions in support of its long-term priorities. Covering a five-year horizon, the plan defines key focus areas, sets measurable objectives, and directs how resources will be aligned to achieve desired outcomes. It reflects a deliberate effort to connect the County’s service delivery and organizational capacity with the evolving needs of communities, residents, partner organizations and businesses.

As Johnson County continues to grow, the County faces increasing demands on infrastructure, public services, and overall community well-being. This plan positions the County to respond proactively by prioritizing investments, strengthening service delivery, and ensuring that resources are used efficiently and effectively. It is designed to remain flexible, allowing for adjustments as conditions change and new opportunities or challenges emerge.

Equally important, this plan reinforces the County’s commitment to transparency, accountability, and collaboration. It provides a foundation for informed decision-making, supports ongoing performance evaluation, and encourages coordination among County leadership, staff, and community partners. Through this approach, Johnson County can maintain focus on its highest priorities while continuing to deliver responsive, high-quality services that reflect community values and expectations.

To the Johnson County Community,

We are pleased to present the 2026 Johnson County Strategic Plan, which establishes a shared vision and direction for our county over the next five years. The development of this plan was informed by the contributions of County elected officials, department leaders, employees, and community stakeholders. The Board voted on August 27, 2026 to adopt the 2026 Strategic Plan which incorporates common themes from the stakeholder feedback process.

County government provides a broad range of essential services that support public safety, public health, infrastructure, conservation, economic vitality, and the daily operations that residents rely upon. As the needs of our community continue to evolve, it is important that the County remains proactive in planning for the future while maintaining the efficient and effective use of public resources. This Strategic Plan provides a framework for establishing priorities, aligning resources, and guiding decision-making across County government.

Implementation of the Strategic Plan will require ongoing collaboration, accountability, and periodic evaluation. The Board of Supervisors is committed to reviewing progress, measuring outcomes, and updating priorities as needed to address changing conditions and emerging challenges. Through this process, the Strategic Plan will remain a practical guide for decision-making and continuous improvement.

Thank you for your interest in the Johnson County Strategic Plan and for your continued partnership as we work together to serve the public and strengthen our county.

Sincerely,

Johnson County Board of Supervisors



Our Mission

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

Our Vision

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

Our Core Values

Accountable

We act with integrity, take responsibility for our actions and outcomes,
and transparently manage public resources to foster trust.

Collaborative

We listen with intent, seek out diverse perspectives,
and make shared decisions to achieve better outcomes.

Dynamic

We embrace the vitality of ideas and opportunities by remaining agile
in times of change and continually push beyond the status quo.

Inclusive

We foster a diverse and equitable environment where all people feel
valued and respected, and believe thriving cultural diversity
strengthens our community.

Sustainable

We responsibly manage our resources to sustain strong services,
healthy systems, and a resilient community.



Our Goal

Foster a safe, welcoming, healthy, and connected community where residents — across urban and rural Johnson County — are treated with dignity and 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 language access 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 access to services available throughout the county
- Appropriate workforce staffing and workload levels for the programs that support preventative services
- Increase number of patients enrolled in the Ambulance Service Mobile Integrated Health (MIH) program
- Additional community navigators on staff by Fiscal Year 2029
- County-wide language access plan is complete by end of 2026
- Increase the number of buses and drivers to underserved areas
- Increase in funding for targeted rural programs
- Allocated funding and staffing for adequate public safety services
- Increase access to healthy food options in food deserts throughout the county



Our Goal

Build a resilient, inclusive economy by investing in people, places, and industries so all 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.
- Continue to align County pay scales with the National Low Income Housing Coalition’s “Housing Wage”, derived from the organization’s annual Out of Reach report
– Source: <https://nlihc.org/>

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 investment in the wage enhancement program
- Increase the Johnson County bike trail network annually
- Increase attendance of visitors at County-funded/ sponsored events
- Continue annual Cost of Living Adjustments and evaluate against the living wage, defined by the MIT Living Wage Institute
– Source: <https://livingwage.mit.edu/>



Our Goal

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

Objectives

- Evaluate existing and new initiatives that increase the availability and accessibility to safe and attainable housing.
- Support and collaborate with municipalities to increase the availability of attainable housing units.
- Recommend changes to the Johnson County rental code to ensure 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 to 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 2032
- Begin implementing recommendations from the Rural Housing Assessment by July 2027
- Convene a working group to create a community land trust model to prepare for grant and/or other revenue sources to facilitate the acquisition of a MHP
- Implement changes to the Johnson County rental code by end of December 2028
- Align growth areas and infrastructure requirements (e.g., IWW road) via the comprehensive planning process in fiscal year 2029
- Improve three bridges on the secondary road network per year
- Create a County building maintenance plan by end of 2028
- Update the Historic Poor Farm future plan by end of 2028, defining operational and revenue expectations, including commercial kitchen operations



Our Goal

Cultivate an organizational culture driven by excellence, transparency, mutual respect, and collaboration.

Objectives

- Improve customer experience at county buildings to assist visitors in accessing the appropriate County services.
- Establish a code of conduct for County elected officials and department heads.
- Create standard operating procedures for the Board of Supervisors to establish formal guidance for Supervisor actions.
- Define and implement expectations for the Board of Supervisors 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 end of 2027
- Develop and implement practical wayfinding strategies in county buildings by 2029
- Establish a code of conduct for the Board of Supervisors by end of 2029
- Create Board of Supervisors Standard Operating Procedures by end of 2029
- Board liaisons attend city council meetings in person once per quarter with an agenda item
- Review and update as necessary all existing County policies by 2030
- Develop an ongoing maintenance and employee awareness program for all County policies by 2030
- Review all County financial policies every other year through the Budget Assistance Preparation Committee
- Maintain compliance with the County’s financial reserve policy
- Implement anti-fraud policy and auditor-of-state recommendations from the Conservation Audit
- Maintain ongoing compliance with the County Budget GASB award
- Develop a staff and management training and professional development program by end of 2028
- Schedule meetings twice a year with state and federal elected officials
- Measure employee workplace satisfaction and develop a process to follow up and address feedback, using WellBQ or a similar tool



Our Goal

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.
- Collaborate with regional partners and technical experts to facilitate aquifer monitoring leading to a long-term conservation plan.
- Increase program promotion 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 easements 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 FY 2029
- Increase fuel efficiency of County fleet vehicles by 5% by FY 2031





December 2025 – January 2026:
Project Initiation and Planning

February – March 2026:
Stakeholder and Community Engagement

April – June 2026:
Plan Development Sessions with
Board of Supervisors,
Other Elected Officials,
Department Directors and
Strategic Planning Committee

June 24, 2026:
Presentation of Strategic Plan Draft
to Board of Supervisors

July – August 2026:
Implementation Planning

August 27, 2026:
Final Adoption of Strategic Plan
by Board of Supervisors



Stakeholder Interviews
43



Number of unique stakeholders
3,375



Number of contributions
(survey responses and comments)
909



Community Forums
4



Employee Focus Groups
3



Employee Survey
119



Plan Development Sessions and Strategic Planning
Steering Committee Meetings
12

The Strategic Plan delivers the greatest value when it actively informs daily decision-making and operations. For Johnson County, effective implementation begins with detailed planning at the departmental level, where strategic priorities are translated into specific, actionable steps. Each department will develop aligned work plans that define measurable objectives, establish timelines, and assign clear responsibilities. This structured approach promotes consistency, strengthens accountability, and ensures that routine activities support broader organizational goals. Engaging staff through this process is essential to building ownership and embedding the County's strategic direction across all levels of the organization.

To maintain focus and adaptability, the County will incorporate an annual review of strategic objectives into department annual reports, department head evaluations, and the budget development cycle. This review will assess progress, highlight emerging needs, and inform any necessary adjustments to priorities. Linking funding decisions to strategic outcomes reinforces Johnson County's commitment to intentional resource allocation and ensures that investments align with the results the County aims to achieve.

Additionally, items brought forward to the Board of Supervisors will be evaluated for alignment with established strategic priorities, ensuring consistency between governance decisions and the adopted plan.



The development of this Strategic Plan reflects the collective effort of our community who generously shared their time, perspectives, and ideas throughout the planning process. Special thanks to the residents, businesses, community organizations, and partner agencies who participated through surveys, public meetings, focus groups, and individual conversations. Your feedback provided valuable insight into the opportunities and challenges facing our community and helped ensure this plan reflects the needs and aspirations of those we serve.

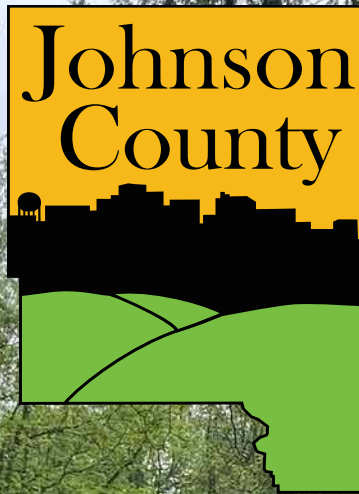
BOARD OF SUPERVISORS & ELECTED OFFICIALS

- Jon Green, Supervisor / Chair
- Lisa Green-Douglass, Supervisor / Vice Chair *
- V Fixmer-Oraiz, Supervisor
- Mandi Remington, Supervisor
- Rod Sullivan, Supervisor *
- Scott Finlayson, Treasurer
- Brad Kunkel, Sheriff *
- Kim Painter, Recorder
- Julie Persons, Auditor *
- Rachel Zimmerman Smith, County Attorney *

DEPARTMENT HEADS & COUNTY STAFF

- Dawn Alam, Transportation and Fleet Director
- Dana Aschenbrenner, Finance Director
- Josh Busard, Planning, Development and Sustainability Director *
- Mandy Coates, Veteran Services Director
- Brad Comer, Iowa City Assessor
- Dave Curtis, Facilities Director
- Brad Freidhof, Conservation Director
- Bill Horning, Information Technology Director
- Lynette Jacoby, Social Services Director *
- Fiona Johnson, Ambulance Director *
- Lindsey Jones, Human Resources Director *
- Danielle Pettit-Majewski, Public Health Director
- Clayton Schuneman, Medical Examiner Administrative Director
- Erin Shane, Board Office Executive Director *
- Tom Van Bauer, County Assessor
- Paul Wittau, County Engineer, Secondary Roads
- Jane Wollum, Case Management Director
- Krista Burich, Board of Supervisors Office
- Adam Finken, Secondary Roads *
- Paola Jaramillo Guayara, Board of Supervisors Office *

* Strategic Plan Committee



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