

Johnson County Strategic Plan 2026-2030
Implementation Plan

#	Catalog ID <i>Description of exact item for more shorthand ID</i>	Priority	Objective	Performance Measure	Suggested Action Plan <i>Actions or implementation steps to accomplish objective and make progress on associated Performance Measures</i>	Original Deadline	Proposed Lead Department or Team 1 <i>Determine which department "owns" this objective</i>	Proposed Lead Department or Team 2	Proposed Lead Department or Team 3	Proposed Lead Department or Team 4	Funding <i>If applicable, identify potential sources of funding for steps in Action Plan</i>	Status - June 2027 <i>Ex. In progress; On track; Update/Postponed; Complete</i>	Status - Dec 2027 <i>Ex. In progress; On track; Update/Postponed; Complete</i>	Notes <i>Track or summarize any project updates or additional information</i>
1	1A	Thriving Community	Enhance services and increase outreach to assist vulnerable populations with accessing social services and attainable housing.	Increase access to services available throughout the county	Identify areas of need and assign staff to work in those areas		Social Services Department	Public Health Department						
2	1A	Thriving Community	Enhance services and increase outreach to assist vulnerable populations with accessing social services and attainable housing.	Additional community navigators on staff by Fiscal Year 2029	Post job openings, conduct interviews, complete hiring	FY 2029	Social Services Department							
3	1B	Thriving Community	Expand access to preventative services that enhance wellness, safety, and knowledge.	Appropriate workforce staffing and workload levels for the programs that support preventative services	Assess community needs, determine number of staffing needed, complete hiring process		Social Services Department	Public Health Department						
4	1B	Thriving Community	Expand access to preventative services that enhance wellness, safety, and knowledge.	Increase number of patients enrolled in the Ambulance Service Mobile Integrated Health (MIH) program	Create targeted communication campaigns Streamline and expand enrollment opportunities		Ambulance Department	Board of Supervisors Office						
5	1C	Thriving Community	Implement a universal county-wide language access plan to ensure County services are available in the languages spoken in the community.	County-wide language access plan is complete by end of 2026	Continue to implement language access plan	Dec-26	Board of Supervisors Office	Human Resources Department						
6	1D	Thriving Community	Reduce food insecurity through cross-sector collaboration and increase access to food and food assistance programs.	Increase access to healthy food options in food deserts throughout the county	Identify food deserts; identify and meet with food producers/providers in the County; establish grocery stores/food markets in areas of need		Board of Supervisors Office	Planning, Development & Sustainability Department	Social Services Department	Public Health Department				9/9/26 BOS: PH b/c of WIC; Soc Services b/c of block grant funding to pantries
7	1E	Thriving Community	Increase access to affordable transportation county-wide to connect residents to resources needed for daily living.	Increase the number of buses and drivers to underserved areas	Determine transportation needs of residents; analyze bus routes and times; update bus routes to meet community needs; purchase additional busses and hire additional drivers, as needed		Transportation / SEATS Department	Board of Supervisors						
8	1F	Thriving Community	Ensure adequate support and funding to maintain quality public safety services.	Allocate funding and staffing for adequate public safety services	Assess amount of funds available; make budget adjustments; get approval from the Board		Sheriff's Office	Ambulance Department	Medical Examiner Department	Board of Supervisors				
9	2A	Healthy Economy	Maintain investment in and collaboration with local and regional partners to ensure coordinated economic development in Johnson County.	Update the County economic development plan by 2030	Identify progress made, outdated items, and outstanding items, make revisions, get Board approval	Dec-30	Planning, Development & Sustainability Department							
10	2A	Healthy Economy	Maintain investment in and collaboration with local and regional partners to ensure coordinated economic development in Johnson County.	Increase the Johnson County bike trail network annually	Identify areas for expansion, post contract opportunity and continue through procurement process OR complete the work internally		Conservation Department							
11	2A	Healthy Economy	Maintain investment in and collaboration with local and regional partners to ensure coordinated economic development in Johnson County.	Increase in attendance of visitors at County-funded/sponsored events	Launch targeted campaigns to raise awareness and information		Planning, Development & Sustainability Department	Board of Supervisors Office						
12	2B	Healthy Economy	Continue to coordinate with local and regional partners to address workforce participation barriers by improving access to affordable childcare to enable a ready workforce.	Increase the number of children aged 0-5 accessing affordable childcare	Identify community needs; hire additional childcare workers; expand hours of service		Social Services Department							
13	2C	Healthy Economy	Invest in amenities that attract and retain residents to make the County a desirable destination for workforce talent.	Attract and retain early childhood teachers through investment in the wage enhancement program	Identify investment need; determine amount of funds that can be budgeted for investment; get Board approval		Social Services Department							
14	2D	Healthy Economy	Continue to align County pay scales with the National Low Income Housing Coalition's "Housing Wage," derived from the organizational annual Out of Reach Report: https://nlihc.org	Continue annual Cost of Living Adjustments and evaluate against the living wage, defined by the MIT Living Wage Institute: https://livingwage.mit.edu/	Review COLA needs annually; make budget adjustments; get Board approval		Human Resources Department							
15	3A	Community Infrastructure	Evaluate existing and new initiatives that increase the availability and accessibility to safe and attainable housing.	Add, rehabilitate, and/or maintain 100 attainable housing units outside the Metro area by end of Fiscal Year 2032	Identify houses needing rehabilitation/maintenance; make necessary improvements	FY 2032	Planning, Development & Sustainability Department	Social Services Department						
16	3B	Community Infrastructure	Support and collaborate with municipalities to increase the availability of attainable housing units.	Begin implementing recommendations from the Rural Housing Assessment by July 2027	Prioritize recommendations; assign recommendations to staff; track progress	Jul-27	Planning, Development & Sustainability Department							
17	3C	Community Infrastructure	Recommend changes to the Johnson County rental code to ensure rentals are uniformly safe, stable, and habitable.	Implement changes to the Johnson County rental code by end of December 2028	Identify changes needed; make changes; get Board approval	Dec-28	Planning, Development & Sustainability Department							9/9/26 BOS: can we add cooling as a requirement?
18	3D	Community Infrastructure	Provide support to help stabilize Manufactured Home Parks (MHP) to maintain an important source of housing.	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	Identify stakeholders and decision makers; schedule a meeting; determine needs; identify funding sources		Planning, Development & Sustainability Department							9/9/26 BOS: Outcome unknown - so should be explore options with other community orgs. County is not sole solution
19	3E	Community Infrastructure	Align the Comprehensive Plan with existing and future infrastructure improvement projects to focus on growth areas.	Align growth areas and infrastructure requirements (e.g., IWW road) via the comprehensive planning process in fiscal year 2029	Assess alignment needs;	FY 2029	Planning, Development & Sustainability Department	Secondary Roads Department						
20	3F	Community Infrastructure	Continue to improve bridges throughout the County to maintain access to the secondary road network.	Improve three bridges on the secondary road network per year	Identify bridges for improvement; prioritize by need; make improvements		Secondary Roads Department							
21	3G	Community Infrastructure	Assess the needs of County-owned buildings to ensure assets are protected and County employees have safe and adequate workspaces and facilities.	Create a County building maintenance plan by end of 2028	Assess needs; determine funding needed; create maintenance plan; Board approval	Dec-28	Physical Plant Department	Board of Supervisors Office	Finance Department					
22	3H	Community Infrastructure	Review the Historic Poor Farm and define future plans and expectations for all components of the site.	Update the Historic Poor Farm future plan by end of 2028, defining operational and revenue expectations, including commercial kitchen operations	Identify changes needed; make updates	Dec-28	Board of Supervisors Office							
23	4A	Governance and Leadership	Improve customer experience at county buildings to assist visitors in accessing the appropriate County services.	Develop and implement methods for regularly collecting customer feedback by end of 2027	Determine methods to collect feedback; implement the new methods; inform staff to encourage customer feedback	Dec-27	Department Heads and Elected Officials	Board of Supervisors Office						

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24	4A	Governance and Leadership	Improve customer experience at county buildings to assist visitors in accessing the appropriate County services.	Develop and implement practical wayfinding strategies in county buildings by 2029	Determine wayfinding needs; create strategies; implement	Dec-29	Physical Plant Department	Board of Supervisors Office	Department Heads and Elected Officials					DHEO advise on solutions
25	4B	Governance and Leadership	Establish a code of conduct for County elected officials and department heads.	Establish a code of conduct for the Board of Supervisors by end of 2029	Determine conduct needs; develop code of conduct; get Board approval	Dec-29	Board of Supervisors	County Attorney's Office						9/9/26 BOS: focus on Board, not other EO's. Can share and see if other EO's want to adopt after complete
26	4C	Governance and Leadership	Create standard operating procedures for the Board of Supervisors to establish formal guidance for Supervisor actions.	Create Board of Supervisors Standard Operating Procedures by end of 2029	Identify procedures that need to be established;	Dec-29	Board of Supervisors	Board of Supervisors Office	County Attorney's Office					
27	4D	Governance and Leadership	Define and implement expectations for the Board of Supervisors as liaisons to cities, committees, and boards throughout the County to improve regional collaboration.	Board liaisons attend City council meetings in person once per quarter	Establish and communicate expectations to liaisons		Board of Supervisors							9/9/26 BOS: strike perf measure language "w/ an agenda item"
28	4D	Governance and Leadership	Define and implement expectations for the Board of Supervisors as liaisons to cities, committees, and boards throughout the County to improve regional collaboration.	Schedule meetings with state and federal elected officials	Identify stakeholders and decision makers; schedule and attend meetings		Board of Supervisors	Board of Supervisors Office						9/9/26 BOS: strike perf measure language "twice a year"
29	4E	Governance and Leadership	Expand and codify financial policies to enhance transparency and fiscal responsibility.	Review and update as necessary all existing County policies by 2030, and route all financial polices through BAP every two years	Identify updates needed to policies; make changes	Dec-30	Finance Department	Budget Assistance Preparation Committee						9/9/26: merge #29 and #30 into one - same issue and outcome. #29 is now revised to reflect both, including assigning BAP
30	4E	Governance and Leadership	Expand and codify financial policies to enhance transparency and fiscal responsibility.	Maintain compliance with the County's financial reserve policy	Identify compliance requirements and follow them		Board of Supervisors	Finance Department						
31	4E	Governance and Leadership	Expand and codify financial policies to enhance transparency and fiscal responsibility.	Implement anti-fraud policy and auditor-of-state recommendations from the Conservation Audit	Implement policy and recommendations		County Attorney's Office	Finance Department						
32	4E	Governance and Leadership	Expand and codify financial policies to enhance transparency and fiscal responsibility.	Maintain ongoing compliance with the County Budget GASB award.	Identify compliance requirements and follow them; pursue Distinguished Budget Presentation Awards Program per Government Finance Officers Association (GFOA)		Finance Department							9/9/26 BOS - pursue Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program like we used to
33	4E	Governance and Leadership	Expand and codify financial policies to enhance transparency and fiscal responsibility.	Develop ongoing maintenance and employee awareness program for all County policies by 2030	Identify compliance requirements and follow them	Dec-30	Board of Supervisors Office	Human Resources Department						
34	4F	Governance and Leadership	Expand and fund professional development opportunities for County employees by offering training through internal and external options.	Develop a staff and management training and professional development program by end of 2028.	Identify training needs; determine if provider is needed; conduct training	Dec-28	Human Resources Department							
35	4G	Governance and Leadership	Improve collaboration between department heads and elected officials before proceeding with County initiatives and agenda items.	Create process to vet new county initiatives and ensure staff capacity to carry out	See DHEO		Department Heads and Elected Officials							
36	4H	Governance and Leadership	Improve ways to measure employee satisfaction and well-being and identify improvements to County operations.	Measure employee workplace satisfaction and develop a process to follow up and address feedback, using WellBQ or a similar tool	Conduct employee survey; analyze results; make recommendations; implement changes		Human Resources Department							
37	5A	Natural Environment	Maintain current residential density in sensitive watershed areas to protect water quality and quantity.	Monitor and slow/reduce drawdown of the aquifer and increase recharge	Monitor aquifer drawdown; implement drawdown mitigation strategies		Public Health Department							9/9/26 BOS: We can't achieve state perf measure and suggested action. Needs to be revised by PH
38	5B	Natural Environment	Create and protect wetlands ~~along the Iowa River Corridor~~ in Johnson County to achieve conservation goals.	Increase the number of acres of wetlands that are created or protected along the Iowa River corridor	Identify wetlands and areas for wetlands; implement protection strategies		Conservation Department							9/9/26 BOS: revised perf measure language "along the Iowa Corridor"
39	5C	Natural Environment	Collaborate with regional partners and technical experts to facilitate aquifer monitoring leading to a long term conservation plan.	Explore, promote, and participate in conservation efforts.	Facilitate brainstorming meeting regarding conservation efforts with partners, other local governments and state partners		Board of Supervisors							
40	5D	Natural Environment	Increase program promotion efforts to notify the public about existing soil health and well-testing programs.	Increase the number of acres participating in the soil health program	Identify acres to include in the program; create general and targeted outreach campaigns;		Planning, Development & Sustainability Department	Public Health Department						9/9/26 BOS: PH confirmed well testing runs out of funds early every year. Board encouraged PH to continue to promote other programs or tools
41	5E	Natural Environment	Identify high quality wetlands, woodlands, and native prairies for acquisitions or protective easements to protect sensitive natural areas.	Identify and increase the number of acres acquired or under protective easement	Identify acres to be protected; acquire these acres		Conservation Department							
42	5F	Natural Environment	Maximize carbon reduction initiatives, review past County reports for possible recommendations, and adopt renewable energy sources where feasible to reduce greenhouse gas emissions.	Strive for no net gain of operational carbon emissions in the next five years and aim for an overall reduction	Conduct an inventory of operational emissions and implement reduction strategies; identify carbon offset opportunities		Planning, Development & Sustainability Department							
43	5G	Natural Environment	Evaluate County fleet-related infrastructure and complete a fleet analysis to assess adoption of EV and alternative fueled vehicles.	Complete electric vehicle study by end of FY 2029	Evaluate fleet and operational needs; complete cost-benefit assessment; implement recommendations	FY 2029	Transportation / SEATS Department							
44	5G	Natural Environment	Evaluate County fleet-related infrastructure and complete a fleet analysis to assess adoption of EV and alternative fueled vehicles	Increase fuel efficiency of County fleet vehicles by 5% by FY 2031	Analyze fuel consumption data; identify largest consumption sources; implement mitigation strategies	FY 3031	Transportation / SEATS Department							