



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

Approved December 26, 2019

Objectives/priorities

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

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

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Affected parties	Estimated costs
Develop employee committees that are relevant and current.	Evaluate current structure and representation of internal employee committees.	Documentation of findings created and report provided to the Board of Supervisors.	Feb. 1, 2020	Internal committees Board of Supervisors	All departments and offices	\$0
	Create documentation detailing each committee's mission, responsibilities and staff contacts.	Documentation of findings created and report provided to the Board of Supervisors.	Feb. 1, 2020	Internal committees Board of Supervisors	All departments and offices	\$0
	Evaluate budget and staff support for each committee.	Documentation of findings created and report provided to the Board of Supervisors.	Feb. 1, 2020	Board of Supervisors Finance Department	All departments and offices	\$0
Ensure that the employee benefits package is competitive to continue to attract and retain outstanding employees and increase employee satisfaction.	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.	Documentation of current benefits package and additional options provided to the Board of Supervisors.	Sept. 30, 2020	Human Resources Department	All departments and offices (depending on bargaining agreements)	\$0
	Explore options for providing 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	All departments and offices	\$0
	Evaluate family care policies.	Documentation of findings created and report provided to the Board of Supervisors.	Oct. 15, 2020	Human Resources Department	All departments and offices	\$0
	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 Unions	All departments and offices	\$0

	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	All departments and offices	\$0
	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	All departments and offices	To be determined
	Utilize 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.	June 1, 2021	Board of Supervisors Human Resources	All departments and offices	To be determined
Provide an employee physical work environment that increases employee collaboration, satisfaction and ability to provide excellent service to the public.	Evaluate employee workspace access to natural light.	Findings and recommendations from space needs analysis provided to the Space Needs Committee and Board of Supervisors.	July 1, 2020	Physical Plant Space Needs Committee	All departments and offices	\$0
	Implement space needs analysis.	Findings and recommendations from space needs analysis provided to the Space Needs Committee and Board of Supervisors.	June 30, 2022	Physical Plant Space Needs Committee	All departments and offices	To be determined
	Provide welcoming environment to the public.	Findings and recommendations from space needs analysis provided to the Space Needs Committee and Board of Supervisors.	June 30, 2022	Physical Plant Space Needs Committee Board of Supervisors	All departments and offices	To be determined
	Provide dedicated lactation spaces in all County buildings.	Lactation spaces created in each County building.	June 30, 2022	Physical Plant Public Health Department	Employees	\$0/To be determined
	Provide gender neutral restrooms in all County buildings.	Gender neutral restrooms created in each County building.	June 30, 2022	Physical Plant	Employees	\$0/To be determined
Create a culture of mental, emotional, social and physical well-being.	Evaluate 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, 2020	Human Resources Department Finance Department	All departments and offices	\$0
	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, 2020	Human Resources Department Finance Department	All departments and offices	\$0
	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.	Nov. 1, 2020	Information Technology Department Human Resources Department Auditor's Office	All departments and offices	To be determined

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	Affected parties	Estimated cost
Improve and increase County's outreach and engagement efforts.	Conduct a county-wide communications audit.	Worked with all departments and offices to generate audit reports.	June 30, 2020	Communications	All county	\$0
	Develop a monthly electronic newsletter.	Content schedule developed. Materials curated from departments and offices.	June 30, 2020	Communications Information Technology Department All departments	All county	\$0
	Investigate the development of a print newsletter to be mailed to rural residents.	Content schedule developed. Materials curated from departments and offices. Printing options researched and budget created.	June 30, 2020	Communications	Depends	\$0
	Investigate the creation of an outreach and engagement position to focus on both the public and employees.	Job description developed and approved.	Dec. 31, 2020	Board of Supervisors Office Human Resources	Board of Supervisors Office Human Resources	\$0
	Conduct surveys and focus groups and create metrics to assess the effectiveness of communications efforts to County internal and external audiences.	Professional entity hired to conduct surveys and focus groups.	June 1, 2021	Communications Board of Supervisors	Communications Board of Supervisors	To be determined
	Develop an education program for employees regarding basic County information to enhance customer service.	Implementation of program.	June 30, 2022	Communications Human Resources Board of Supervisors	All county	\$0
Develop interpretation and translation services access.	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	Communications Lisa Green-Douglass	All county	\$0
Implement assistive technologies to accommodate persons experiencing disabilities.	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	All county	To be determined

Improve opportunities for people to be able to live affordably in our community. (Supporting Supervisor: Janelle Rettig)

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Affected parties	Estimated cost
Strengthen partnerships with affordable housing stakeholders.	Evaluate options to create affordable housing on County-owned property.	Documentation of findings created and report provided to the Board of Supervisors.	Jan. 1, 2021	Board of Supervisors Office Social Services Department Finance Department County Attorney's Office Planning, Development and Sustainability Department Public Health Department	Cities JCHT Tenants JCHF	To be determined
	Evaluate the availability of low income and affordable housing in Johnson County.	Documentation of findings created and report provided to the Board of Supervisors.	June 30, 2022	Board of Supervisors Office Social Services Department Finance Department County Attorney's Office Planning, Development and Sustainability Department Public Health Department	Elected officials	\$0
	Lobby state agencies for more affordable housing opportunities.	Included in lobbying priorities.	June 30, 2022	Board of Supervisors Office Social Services Department Finance Department County Attorney's Office Planning, Development and Sustainability Department Public Health Department	JCHT ECICOG Cities MPOJC	\$0
Strengthen partnerships with affordable childcare stakeholders.	Evaluate creating affordable childcare on County-owned property.	Documentation of findings created and report provided to the Board of Supervisors.	June 30, 2020	Board of Supervisors Office Social Services Department	Iowa City Providers Consumers Affordable Housing Coalition	\$0
	Survey childcare providers regarding expansion of state childcare assistance slots.	Documentation of findings created and report provided to the Board of Supervisors.	June 30, 2020	Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department	Providers	To be determined
	Explore opportunities to expand childcare entrepreneurial opportunities, especially with immigrant and refugee populations.	Documentation of findings created and report provided to the Board of Supervisors.	Jan. 1, 2021	Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department	ICAD Chamber MPOJC Cities	\$0
	Explore opportunities to increase the number of employers investing in employee childcare options.	Documentation of findings created and report provided to the Board of Supervisors.	Jan. 1, 2021	Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department	ICAD Chamber Cities Businesses	\$0
	Consider an incentive program to expand the number of childcare slots in the community.	Documentation of findings created and report provided to the Board of Supervisors.	June 30, 2022	Board of Supervisors Office Social Services Department Planning, Development and Sustainability Department Finance Department	ICAD Chamber Cities Businesses Providers	\$0
Strengthen economic development opportunities.	Promote small businesses and local food production as an economic driver in the County.	Communications and marketing plan created and implemented.	Jan. 1, 2021	Board of Supervisors Office Grants Coordinator Planning, Development and Sustainability Department	Farmers Consumers ICAD	To be determined

	Pursue economic development-related grant opportunities.	Opportunities regularly researched opportunities and communicated to appropriate departments and offices.	June 30, 2022	Board of Supervisors Office Local Foods Coordinator Communications Coordinator Food Policy Council	Departments Cities ECICOG ICAD Chamber MPOJC	\$0
	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	Board of Supervisors Office Planning, Development and Sustainability Department Finance Department	ICAD Chamber Workforce Development Cities Iowa Policy Project	\$0

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	Affected parties	Estimated cost
Increase and retain diverse applicants and employees.	Develop annual report of applicants, interviews and hires, by race and gender, for each department.	Annual report created detailing applicant information by department and progress toward achieving diversity goals included in department head performance evaluations.	June 30, 2020	Human Resources Department	All departments Future employees	\$0
	Expand the advertising and recruiting pool area to include nearby large metropolitan areas.	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.	Jan. 1, 2021	Human Resources Department Communications	All departments Future employees	To be determined
	Evaluate reimbursing travel expenses for applicants who travel here for final interviews.	Report generated by Human Resources regarding best practices for recruiting diverse applicants and provided to the Board of Supervisors.	Jan. 1, 2021	Human Resources Department Board of Supervisors Finance Department	Potential and future employees	\$0
	Evaluate and strengthen the employee diversity training program.	Recommendations developed based on participant surveys. Options researched based on best practices and trainings offered by other entities.	Jan. 1, 2022	Inclusion and Equity Specialist Diversity and Inclusion Committee	All departments	\$0 To be determined
	Research mentorship programs and best practices.	Report created on best practices and programs and provided to the Board of Supervisors.	June 30, 2022	Inclusion and Equity Specialist Human Resources Department	All departments Potential and future employees	\$0
	Research internship and training programs to increase Johnson County employment opportunities for diverse populations.	Report created on best practices and programs and provided to the Board of Supervisors.	June 30, 2022	Inclusion and Equity Specialist Human Resources Department	All departments Potential and future employees	\$0
Increase diversity of membership of Johnson County boards and commissions.	Develop and implement a survey regarding board and commission member demographics.	Report generated and provided to the Board of Supervisors annually.	Aug. 1, 2020	Communications	Board and commission members Potential board and commission members Staff liaisons	\$0

Strategy	Tactics	Performance indicator	By when	Responsible internal stakeholders	Affected parties	Estimated cost
Increase financial analysis of capital projects.	Create a special projects coordinator position to oversee vertical infrastructure capital projects.	Plan for project management developed and approved.	September 2020	Board of Supervisors Finance Department Human Resources	All departments	\$96,000
	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	All departments	\$0
Create and implement an organizational procurement, purchasing, and equipment disposal policies.	Encourage competitive quotes and bidding for purchases over \$10,000.	Policies developed that encourage competitive quotes and bidding.	In progress	Finance Department Board of Supervisors	All departments	\$0
	Make sustainable procurement a policy.	Policies updated to include sustainable procurement.	December 2020	Finance Department Board of Supervisors Planning, Development and Sustainability Department	All departments	\$0
	Evaluate bulk purchasing options.	Bulk purchasing programs researched and documentation of findings provided to the Board of Supervisors.	Complete	Finance Department Board of Supervisors	All departments	To be determined
Review annual budget process and research alternative budgeting practices.	Increase budget process communication and transparency with departments and offices.	Alternative budgeting practices researched.	November 2020	Finance Department Board of Supervisors	All departments	To be determined
		Internal communication plan developed and documentation of findings provided to the Board of Supervisors.	November 2020	Finance Department Department heads Communications Board of Supervisors	All departments	\$0
Enhance transparency of annual budget process.	Evaluate communications efforts and strategy to engage public in budget process.	Evaluation completed and report presented to the Board of Supervisors.	September 2020	Finance Department Communications Board of Supervisors	All departments	\$0
	Evaluate effectiveness of current annual budget presentation.	Annual budget presentation prepared and presented by the Finance department. Effectiveness of presentation evaluated.	September 2020	Finance Department Department heads Board of Supervisors	All departments Consumers	\$0