

City of Johnston

Strategic Plan – 2021 - 2023

February, 2021

Strategic Goals/Objectives

- Ensure a strong financial foundation to support planned growth for Johnston
 - Place KEY emphasis on Business Development (commercial & retail) to ensure solid financial base AND citizen satisfaction
 - Seek alternative sources of funding, collaboration for funding
- Effectively manage several long-term major projects currently underway, at different stages of progress, that support quality of life and work for citizens and businesses
 - Town Center – business development & infrastructure – Adam / David / John
 - Merle Hay Road Gateway Redevelopment – Adam / John / Matt
 - NW Annexation infrastructure – Jim / David / Adam / Matt
 - Connectivity via trails, water trails – John
 - NW 62nd and Merle Hay – intersection improvements – Matt
 - Beaver Drive – Matt
 - Trestle to Trestle Bridge – Jim / Matt / John – with PCC, PW
 - Public Safety Radio System change
- Stay focused on prioritized initiatives by Operational Area (**outlined below**)
- Develop and support a Master Staffing Plan that positions the City's staff to effectively execute on the plans for growth
 - Explore feasibility of adding second Economic Development position, as prioritized by Council.
 - For future planning, consider Recreational Programming, Public Safety, Facility Maintenance, and IT/Networking areas of operations.
- Ensure that Johnston is a welcoming community, with a proactive Diversity, Equity & Inclusion Plan to support citizen/business engagement
- Continue to support Johnston's regional position as a leader in broadband, connectivity via trails/water trails, and its schools, for strong quality of life
- Develop and execute on a focused Marketing/Communications Plan to increase engagement with residents and businesses

Key Priorities by Operational Area

Economic Development

Key Priorities:

- Town Center Association Management
- NW 86th redevelopment – road development
- Broadband – roll-out
- Business development – commercial and retail businesses

Mid-tier Priorities:

- Business Grant Program
- Strengthening relationship with Corteva
- Marketing of key projects and priorities

Public Safety – Police, Fire/EMS

Key Priorities:

- Community Affairs Program for Police Department
- Long-term Fire Department agreement – Johnston/Grimes

Mid-tier Priorities:

- Outreach to increase staff diversity

Infrastructure

Key Priorities:

- Traffic flow study
- Sidewalk program roll-out

Mid-tier Priorities:

- Beaver Creek bank stabilization study
- Crown Point renovation

Housing/Community Development

Key Priorities:

- Update zoning ordinance
- Housing study – after zoning update complete
- Increased **interactive** / usability online mapping

Library

Key Priorities:

- Outside assistance for high-need patrons
- Adapting to new demands post-COVID

Parks & Recreation

Key Priorities:

- Lew Clarkson development
- Ignit facility – city-run program in conjunction with Ignit venue
- Develop a staffing plan proposal for adding a Recreational Programming staff person, and how it intersects with VenuWorks and Ignit staffing needs

Mid-tier Priorities:

- Events programming

Operations/Facilities/Technology

Key Priorities:

- Provide maintenance in buildings
- Public safety public radio system change

Mid-tier Priorities:

- Fiber management system
- Roadway temp sensors

City of Johnston
Strategic Planning Session #3
Facilitator: Tamara Kenworthy

Monday, February 1, 2021
6:40 – 7:00 p.m.
Via ZOOM

RECAP

Discussion – Master Staffing Plan

Goal: Establish prioritization of staffing needs for Items #1 - #4

1. Economic Development

- What we know:
 - Key priority in strategic plan
 - Not in 2022 budget but have funding for additional dollars
 - Currently staffed with one person – Adam
- What are the reasons WHY to add a second ED person?

Discussion Notes:

- ED is as important, if not more, than other areas of operations at this point in time.
- ED has been identified as a strategic priority in the new strategic plan.
- We have several huge developments going on – which shape the identity of Johnston.
- Seek to develop north with quality businesses aligned with what is right/best for Johnston.
- An analysis of workload was reviewed, based on the outline Adam compiled for his role and a potential second ED person.
 - Adam is very capable and has a lot of responsibilities which are all important – “wears a lot of hats.”
 - Currently, it’s a lot of responsibility for one person – a lot of which are major initiatives.
 - There are a million details, things move fast – we can’t have missed opportunities.
- What would be the timeline and budget to hire?
 - Jim shared that the City could use other funding sources, i.e., TIF districts, etc. Would not impact property taxes.

Recap: Council identified ED as the #1 priority for additional staffing.

2. Parks & Rec – City recreation programming

- What we know:
 - Currently one F/T staff person focused on programming within the parks (i.e., lessons on archery, kayaking, Seniors nature walk, etc.).
 - City has never had recreation programming or dedicated facilities; relied on School District, its facilities, and its Community Education program. City pays 1/3 of Admin costs approx. \$88,000/year.
 - City does not want to duplicate Community Education programming.
 - City would like a dedicated recreation staff person ready to go when Ignit opens, as well as serve the community's needs and its neighborhood parks.
 - Looking at Ignit facility to assist with City rec programming – projected approx. 10% usage of Ignit's facility.
 - VenuWorks is contracted for Town Center space, ice rink, etc.
- What are the reasons WHY to add a Recreation Programming person?
 - Citizen Survey rates this area #2 priority over next two years

Discussion Notes:

- Ignit – City will need a recreation person when Ignit opens.
- City has invested a lot of money in recreational resources – parks, Terra Lake, Ignit. We do not want these to be viewed as a waste of money if not used.
- There are some Amphitheatre concerns – dueling spaces, role
- City needs to work hard to keep places active and full of events -- fulfill its mission for these venues.
- There is a lot of activity in the community now, but what are all the programs?
 - Largest amount of current programming in the community are youth opportunities, i.e., Little League, softball, club sports programs – programs not run through Community Education or the City.
 - City has a lack of adult recreation programs.

Recap:

- Further discussion is needed based on a more descriptive proposal for recreational programming, outlining the responsibilities of this potential position, and how it intersects with Ignit and VenuWorks for the Town Center, as well as what is already offered in the community.

3. Facility Maintenance and IT/Network

- What we know:
 - City will need more support when City Hall is fully online.
 - Has latest in technology, HVAC, solar, etc.
 - Budget has increased significantly but beyond staff capacity.
 - Cyndee currently serves as the IT person.
 - City currently has an IT vendor contract.
 - Broadband is being studied
- What are the reasons WHY to add Staff? What are the Staff positions needed?

Discussion Notes:

- Facility maintenance and IT/Network are two different positions.
 - Facility maintenance
 - City has a maintenance agreement for mechanical services for next year.
 - IT/Networking
 - One Council member shared that he was shocked that the City does not have a dedicated IT person.
 - IT is different than networking – these are 2 different skill sets.
 - Cyndee is currently serving as the City's IT resource. She is working very hard on top of her day-to-day responsibilities.
 - City currently has a contract with an IT vendor – hardware focus, firewalls, routers, a little bit of everything. Contract started when the City built its Public Safety building.
 - Vendor bills monthly for time and materials.
 - Software support may not be as needed as IT/networking.
 - Can we save by bringing in-house?
 - Cyndee is hesitant to bring in-house yet – is there enough to do?
 - Usually there is some downtime for an in-house IT person.

Recap:

- Further discussion is needed for both facility/maintenance and IT/Network staffing. What are the specific roles and responsibilities?
- How will we know when a staff person will be warranted who is dedicated to IT/Networking – for both proactive and reactive reasons?

4. Public Safety

- What we know:
 - Just approved budget for two new Police Officers
 - Incremental future needs as NW annexation builds out
 - Annexed 1,000-2,000 acres - could have up to 10,000 residents
 - Lawsuit – not sure how long it will go
 - Future projection – will need 6 officers in NW area

Recap:

- Due to limited time, and with two PD officers approved in the new budget, this discussion was not held.

For Future Discussion – Budget Related/Staff Consideration

❖ **Climate Change Committee**

- Step 1: Calendar year 2021
 - Do you proceed with UNI study? – student team will do analysis at no cost
 - Staff time to collect information for UNI baseline emissions inventory, est. 40-80 hours
- Step 2: Do you proceed with development of climate action plan?
 - Cost would be approx. \$85,000 (General Fund)
- Do you proceed with Step 1 if unsure about Step 2?

❖ **Historic Conservation Commission**

- One-time inventory & plan – \$25,000 - \$75,000
- Create Commission w/City staff person – required by state to get grant dollars
- Staff hours 500-1,000 first year/start up; 200-400 annually (25% of staff person for this commitment)