



# Town of Johnstown

## Strategic Planning

# What is Strategic Planning?

Strategic planning is an organizational management activity that is used to:

- Proactively set objectives
- Focus energy and resources
- Manage risk
- Strengthen operations and increases operational efficiencies
- Ensure that employees and other stakeholders are working towards common goals
- Assess and adjust the organization's direction in response to a changing environment.



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# What is a Strategic Plan?

A strategic plan is a document used to communicate the organization's direction, identify the goals and detail the actions necessary to accomplish those goals. Our strategic plan will focus on creating positive outcomes for the community.



# Strategic Planning 4 Steps

## ASSESS

**Where are we right now?**

Internal:

Strengths  
Weaknesses

External:

Opportunities  
Threats

What are the roadblocks?

## DESIGN

**What are our strategic pillars?**

If we excel in these areas, will we achieve our vision?

- Very broad in scope
- Apply to every part of the organization
- Deliberate strategic directional decisions
- Themes usually include:
  - Financial
  - Customer Focus
  - Internal Processes
  - Organizational Capacity

## BUILD

**What are our goals?**

Define the Goals:

- SMART Goals
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Time Bound

Put together an action plan:

- Individual tasks that when completed help us achieve our goals

## MANAGE

**How are we doing?**

- Metrics
- Key Performance Indicators
- Track regularly
- High visibility

## Step 1 - ASSESS



## Step 1 - ASSESS



Step 1 - ASSESS



## Step 2 - DESIGN

### **Pillars**

High level priorities that form the core business strategy and support the vision of an organization.

### **Vision**

A vivid, emotionally inspiring, time specific picture of a future to which the organization aspires.

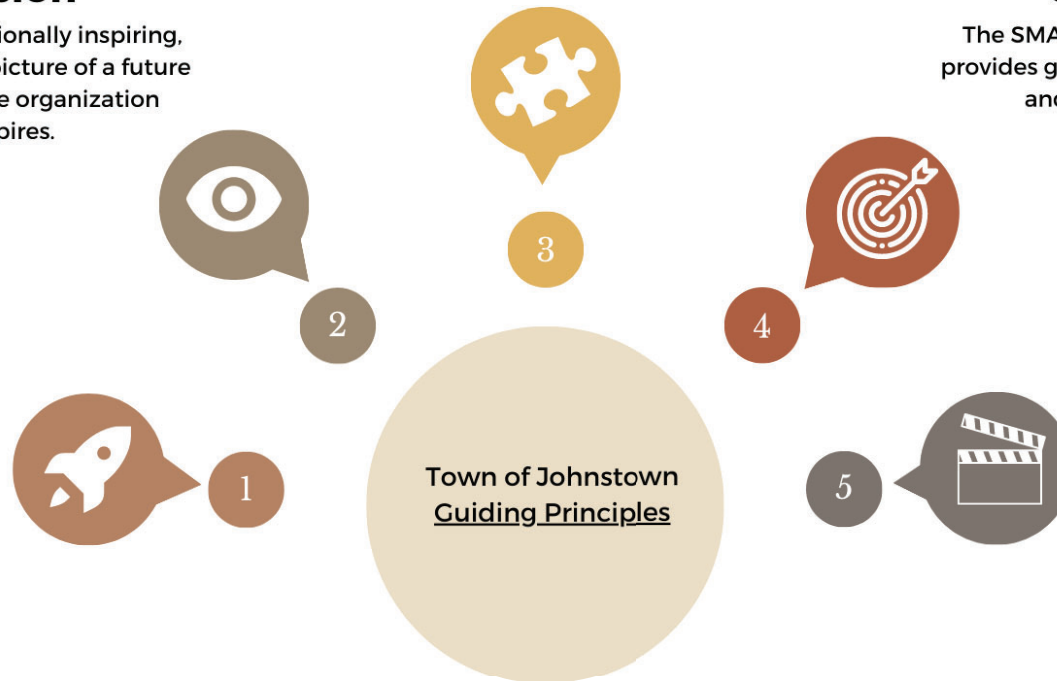
### **Goals**

The SMART goal content provides guidelines not hard and fast rules.

**Mission**  
The organization's purpose for being.

### **Action Plans**

A list of steps or tasks that need to be completed in order to achieve the goals you have set.





# Step 2 - DESIGN

## Pillars

High level priorities that form the core business strategy and support the vision of an organization.



## Vision ✓

Johnstown will be/ will be known for connecting community with opportunity.



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4

## Mission ✓

Enhancing the quality of life of our residents, businesses, and visitors through community focused leadership.



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## Town of Johnstown Guiding Principles

Teamwork  
Integrity  
Communication  
Service Excellence  
Innovation

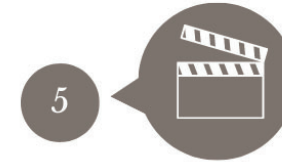


## Goals

The SMART goal content provides guidelines not hard and fast rules.

## Action Plans

A list of steps or tasks that need to be completed in order to achieve the goals you have set.



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# JOHNSTOWN STRATEGIC PLAN

1 Draft V.6

STRATEGIC PILLAR	Organizational Excellence & Public Trust	Natural & Built Environment	Healthy & Resilient Economy	Safe & Welcoming Community	Quality Infrastructure & Facilities
TOPICS	<ul style="list-style-type: none"> <li>• Governance                             <ul style="list-style-type: none"> <li>◦ Accreditation</li> <li>◦ Financial stewardship</li> <li>◦ Policy/codes/procedures</li> <li>◦ Strong leadership/Employee empowerment</li> </ul> </li> <li>• Communication                             <ul style="list-style-type: none"> <li>◦ Perception</li> <li>◦ Transparency</li> <li>◦ Engagement</li> <li>◦ Accessible Info.                                     <ul style="list-style-type: none"> <li>▪ ADA</li> </ul> </li> <li>◦ Information Mgmt.</li> </ul> </li> <li>• Service Delivery                             <ul style="list-style-type: none"> <li>◦ Quick action</li> <li>◦ Quality work</li> <li>◦ Perception</li> <li>◦ Digital Environ.</li> <li>◦ Accreditation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Preservation                             <ul style="list-style-type: none"> <li>◦ Open Space</li> <li>◦ Agriculture</li> <li>◦ Floodplain Mgmt</li> <li>◦ Land Use Codes</li> <li>◦ Natural resources mgmt</li> </ul> </li> <li>• Community Spaces                             <ul style="list-style-type: none"> <li>◦ Trails</li> <li>◦ Parks</li> <li>◦ Civic spaces</li> <li>◦ Connectivity</li> </ul> </li> <li>• Development                             <ul style="list-style-type: none"> <li>◦ Plans &amp; codes</li> <li>◦ Neighborhoods                                     <ul style="list-style-type: none"> <li>▪ Housing</li> <li>▪ Walkability</li> </ul> </li> <li>◦ Land use planning</li> <li>◦ Industry</li> <li>◦ Public/private partnerships</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Downtown                             <ul style="list-style-type: none"> <li>◦ Revitalization</li> <li>◦ Expansion</li> <li>◦ Marketing</li> </ul> </li> <li>• Local &amp; Regional Cooperation                             <ul style="list-style-type: none"> <li>◦ Skilled workforce</li> <li>◦ Public/Private Partnerships</li> <li>◦ Educational Opportunities</li> <li>◦ Marketing</li> </ul> </li> <li>• Business Growth &amp; Diversification                             <ul style="list-style-type: none"> <li>◦ Revenue</li> <li>◦ Primary Employers</li> <li>◦ Quality jobs</li> <li>◦ Business friendly policies and programs</li> <li>◦ Marketing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Community Connection Opportunities                             <ul style="list-style-type: none"> <li>◦ Recreation</li> <li>◦ Culture</li> <li>◦ Accessibility</li> <li>◦ Special Events</li> </ul> </li> <li>• Public Safety                             <ul style="list-style-type: none"> <li>◦ Police</li> <li>◦ Fire</li> <li>◦ Water</li> <li>◦ Streets</li> </ul> </li> <li>• Small Town Vibe                             <ul style="list-style-type: none"> <li>◦</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Master/Future Planning                             <ul style="list-style-type: none"> <li>◦ Roadways</li> <li>◦ Capital</li> <li>◦ Service Locations</li> <li>◦ Public Outreach</li> <li>◦ Sustainability</li> </ul> </li> <li>• Asset Mgmt                             <ul style="list-style-type: none"> <li>◦ Maint. programs</li> <li>◦ Operations programs</li> <li>◦ Facilities</li> <li>◦ Level of service</li> <li>◦ Replacement plans</li> <li>◦ Sustainability</li> </ul> </li> </ul>

# JOHNSTOWN STRATEGIC PLAN

Draft V.7

STRATEGIC PILLAR	Organizational Excellence & Public Trust	Natural & Built Environment	Healthy & Resilient Economy	Safe & Welcoming Community	Quality Infrastructure & Facilities
TOPICS	<ul style="list-style-type: none"> <li>• Talent Mgmt                             <ul style="list-style-type: none"> <li>◦ Training</li> <li>◦ Internal Engagement</li> <li>◦ Succession planning</li> <li>◦ Recruitment</li> <li>◦ Certification</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Leveraging Assets                             <ul style="list-style-type: none"> <li>◦ Marketing</li> <li>◦ Utilities</li> <li>◦ Transportation</li> <li>◦ Location</li> <li>◦ Planning (purposeful)</li> </ul> </li> </ul>		

## Organizational Excellence and Public Trust

We support and empower a collaborative team that builds public confidence through transparency, integrity, service delivery, innovation, and fiscal responsibility. Our team ensures our values are aligned with continuing to move the organization in a positive direction as we work together with the community.

## Step 2 - DESIGN

### Natural and Built Environment

We create amazing community spaces by balancing and blending Johnstown's heritage, natural environment, and innovative development

## Step 2 - DESIGN

### Healthy and Resilient Economy

We are committed to a sustainable and growing business community, skilled workforce, and regional cooperation. Our healthy economy provides residents and visitors access to goods, services, and jobs.

## Step 2 - DESIGN

### Safe & Welcoming Community

The Town is committed to creating a safe, friendly, and connected experience for residents and visitors. We value the role that Johnstown's unique charm and character play in our community.

## Step 2 – DESIGN

### Quality Infrastructure and Facilities

We provide essential services to the community by investing in, operating, and maintaining quality facilities and infrastructure.



## Step 2 - DESIGN



# Step 2 - DESIGN

## Pillars

Organizational Excellence & Public Trust  
Natural & Built Environment  
Healthy & Resilient Economy  
Safe & Welcoming Community  
Quality Infrastructure & Facilities

## Vision

Johnstown will be/will be known  
for connecting community  
with opportunity.

## Goals

S - Specific  
M - Measurable  
A - Attainable  
R - Relevant  
T - Time based

## Mission

Enhancing the quality of life of our  
residents, businesses, and visitors  
through community focused  
leadership.

## Action Plans

A list of steps or tasks that  
need to be completed in order  
to achieve the goals you  
have set.

### Town of Johnstown Guiding Principles

Teamwork  
Integrity  
Communication  
Service Excellence  
Innovation

*Strategic Planning - an organization's process of defining its direction, identifying goals and the actions necessary to accomplish those goals.*

### Step 3 - BUILD

Set **SMART** Goals and determine an appropriate action plan.

S - Specific

M - Measurable

A - Attainable

R - Relevant

T – Time Based

## Step 3 - BUILD

# Safe & Welcoming Community

<b>Goal</b>	<b>Provide a high quality and reliable water supply</b>
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Action Plan	Meet or exceed all State and Federal standards and keep complete and accurate records of all testing results.
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<b>Goal</b>	<b>Provide and maintain public safety in our community</b>
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Action Plan	Reduce traffic accidents through education, engineering and enforcement
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## Step 3 - BUILD

# Healthy & Resilient Economy

### Goal

**Fill business gaps while maintaining a healthy mix**

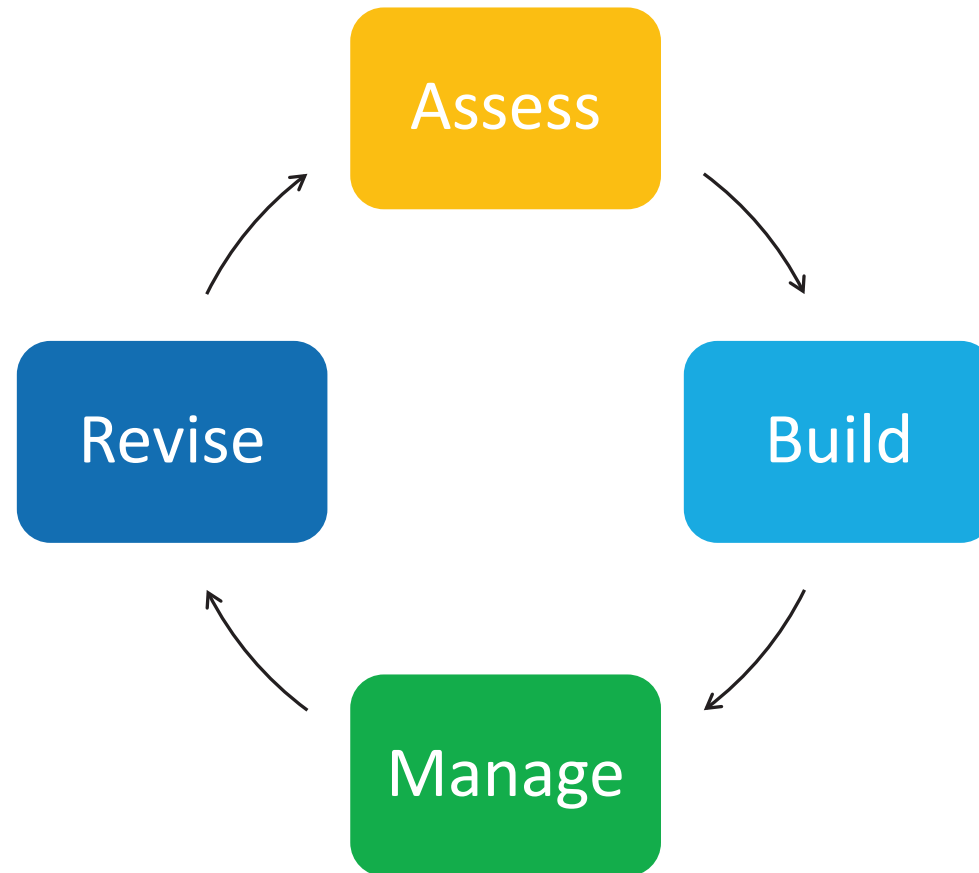
### Action Plan

Remove barriers and provide incentives for locating in Johnstown

- Streamline the development process
- Strengthen connection between new and existing businesses to catalyze business growth

## Step 4 – MANAGE

# Strategic Planning – Is a Continuous Process



## Step 3 - BUILD

### Safe & Welcoming Community

<b>Goal</b>	<b>Provide a high quality and reliable water supply</b>
Action Plan	Meet or exceed all State and Federal standards and keep complete and accurate records of all testing results.
Measurement	Compliance reports and test result logs
<hr/>	
<b>Goal</b>	<b>Provide and maintain public safety in our community</b>
Action Plan	Reduce traffic accidents through education, engineering and enforcement
Measurement	Number of traffic accidents, number of educational opportunities, enforcement statistics
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## Step 3 - BUILD

# Healthy & Resilient Economy

Goal	Fill business gaps while maintaining a healthy mix
Action Plan	Remove barriers and provide incentives for locating in Johnstown <ul style="list-style-type: none"><li>• Streamline the development process</li><li>• Strengthen connection between new and existing businesses to catalyze business growth</li></ul>
Measurement	Number of new business inquiries vs. number of new businesses opened.



# Looking forward – Next steps

- Work on putting together the goals and action plans
- Present to Council for review
- Open house for the citizens of the community
- Present to Council for final review and adoption
- Present to community and employees



*Town of Johnstown*

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# Thank you

Questions? Comments?

