



# Valley County 2022 Strategic Plan

## Introduction:

In late 2019, Valley County created a planning committee to develop the Valley County Strategic Plan. In late 2021 the Strategic Planning Committee reconvened to update the strategic plan to include longer range plans.

## Committee members:

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## Process:

The following steps were followed:

1. Conduct an analysis of the current state of the County
2. Conduct an analysis of our strengths, weaknesses, opportunities, and threats
3. Created objectives
4. Created goals to obtain objectives
5. Created action items to obtain goals

## Objectives:

- Expand and Manage Recreation in Valley County
- Plan for demographic shift
- Plan for Economic Downturn

The following outlines the goal and action plans under each objective:

1. Expand and Manage Recreation in Valley County
  - a. Create a long-term sustainable recreation plan
    1. Pull together all recreational groups into a Recreation Advisory Board including creating an MOU for participation.
    2. Create Financial Analysis and plan including creating sustainable funding sources.
    3. Create a Recreation Summit
    4. Research best practices from other successful recreational communities
  - ii. Potential barriers:
    1. Time and people
    2. Financial
    3. Resistance from Community
    4. Too many user groups to accomplish goals
  - iii. Contingency Plan:
    1. Allowing things to be as they have been

- b. Increase the Recreation Department
  - 1. Finalize structure of department.
  - 2. Complete job description for new position.
  - 3. Hire and train new employee.
  - 4. Create Recreation Division in Sheriff's Office
  - ii. Potential barriers:
    - 1. Stakeholders on the same page
    - 2. Finding a qualified person
    - 3. No budget approval
  - iii. Contingency plan:
    - 1. Keep employee count as it is
    - 2. Plan for next budget year
  
- c. Improve Infrastructure (assets)
  - 1. Create a list of assets and needed improvements
  - 2. Research opportunities for other assets such as campgrounds, parking lots, etc.
  - 3. Work with landowners to create opportunities for infrastructure
  - ii. Potential Barriers:
    - 1. Funding
    - 2. Lack of opportunity
    - 3. Lack of time
  - iii. Contingency Plan
    - 1. Lean on volunteer community
  
- d. Market the importance and benefit of volunteering in recreation to everyone
  - 1. Create Marketing material as to benefits of volunteering
  - 2. Create more volunteering opportunities
  - 3. Create communication hub for volunteers (shared calendar) IT will create page/calendar upon Committee recommendations
  - 4. Create STAR of the Quarter for Volunteers
  - ii. Potential Barriers:
    - 1. Not enough employee hours
    - 2. Funding
  - iii. Contingency Plan
    - 1. Do nothing
  
- 2. Plan for demographic Shift
  - a. Identify opportunities for untapped talent (disabilities, previously incarcerated, retired folks)
    - 1. Create outreach programs – Marketing the benefits. Talk about positions County offers.
    - 2. Review job descriptions to create a list of possible part time positions.
    - 3. Explore various perks for part timers.
    - 4. Reach out to the community – have people come to us with what they would like to do.
    - 5. Allow for more remote working.

- 6. Market or publish that we will train.
  - 7. Market or publish that we will train.
  - 8. Work with Probation Department on those finishing the program who may need jobs
  - 9. Market to High Schools and Colleges.
  - ii. Potential Barriers:
    - 1. Lack of technology
    - 2. Lack of buy-in
    - 3. Time
  - iii. Contingency Plan
    - 1. Continue as we are, with the caveat that we need to do something to bring more people in.
    - 2. Pool resources with other counties.
- b. Pre-retirement planning
- 1. Create an apprentice type program where the retiring person is training others
  - 2. Facilitate financial training for those retiring
  - 3. Create flexible schedules for those retiring
  - 4. Create exit strategies for those retiring
  - 5. Identify those who are of retiring age within the next 10 years
  - ii. Potential Barriers:
    - 1. Trust in retiring individuals
    - 2. Effective communication
  - iii. Contingency Plan:
    - 1. No contingency plan
- c. Work on housing
- 1. Continue to create employee housing opportunities
  - 2. Review ordinances to allow for more housing growth
  - 3. Market all available tax incentives
  - 4. Research opportunities for public/private partnerships
  - 5. Create County incentives for local housing developments
  - ii. Potential Barriers:
    - 1. Community growth bias
    - 2. Funding
    - 3. Time
    - 4. Things that are out of our control
    - 5. Lack of real estate inventory
  - iii. Contingency Plan:
    - 1. Look at all housing opportunities
- d. Work on Day Care Issues
- 1. Work with community for space for day care facilities
  - 2. Flexible work schedules for employees to tend to children
  - 3. Collaborate with other entities working on the issue
  - ii. Potential Barriers:
    - 1. Lack of space

- 2. Lack of providers
- 3. Things that are out of our control
- iii. Contingency Plan:
  - 1. Leave to open market and maintain status quo

e. Support Workforce Readiness

- 1. Create a tuition reimbursement program
- 2. Work with State on Apprenticeships
- 3. Provide resources that show what is available for training
- 4. Create career paths
- ii. Potential Barriers:
  - 1. Time and funding
  - 2. Lack of ability to control certain things
  - 3. Creating buy-in
  - 4. Supervisor follow through
- iii. Contingency Plan:
  - 1. There is no contingency plan

3. Plan for economic downturn

a. Diversify Industries

- 1. Review current codes and ensure it allows for diversification (Comp Plan and ordinances)
- 2. Educate on our County Tax Reduction new and expanding industries
- 3. Zone for more industry
- ii. Potential Barriers:
  - 1. Residence acceptance
  - 2. Time
  - 3. Availability of different industries desiring to relocate
- iii. Contingency Plan:
  - 1. Do not change anything

b. Expand Recreation

- 1. Improve infrastructure such as parking lots, planned campgrounds, etc.
- 2. Partner with private entities for recreation opportunities
- 3. Work with Forest service and others for more access to recreation
- 4. Promote other forms of recreation (out of the box) such as rock climbing, pickle ball, frisbee golf
- 5. Promote different types of recreational competitions
- ii. Potential Barriers:
  - 1. Time and Funding
  - 2. Space
  - 3. Lack of willing partners
  - 4. Lack of employees to do the work
- iii. Contingency Plan:
  - 1. Will not prepared for the influx of people

- c. Efficient use of employees and technology to minimize lay offs
  - 1. More specific training on technology – availability of webinar – Continue talking about technology
  - 2. Ensure technical equipment is up to date and available to allow for more remote working
  - 3. Update remote solutions
- ii. Potential Barriers:
  - 1. Employee buy-In
  - 2. Technology expense
  - 3. Cyber-Security
  - 4. Systems that do not integrate
  - 5. Lack of training
  - 6. Lack of trained personnel
- iii. Contingency Plan:
  - 1. Outside firm to assist current departments

Approved by Board of County Commissioners on September 12, 2022.