

# **Strategic Plan: Planning Board Review**

The Board of Commissioners has requested that the Planning Board provide a draft Vision and Mission statement and review not only how the forum data has been divided into sub-categories, but also the goal statements to ensure they are clear, concise and represent actionable goals.

## **Objective 1: Vision and Mission Statement Drafts**

In order to support the upcoming Strategic Plan, we recommend that the Board of Commissioners consider adopting Vision and Mission statements. These statements help articulate how County leadership intends to move forward not only to allocate resources, but also to recognize those items most valued by the Board and the community at large.

### **Vision Statement**

A Vision Statement is a one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.

The general forum data used to generate the vision was taken from the responses to the final question at the forums as well as the responses provided by the Board of Commissioners at the September, 2015 retreat. Participants were asked "In 30 years, what will you be glad you protected and/or encouraged today in Alamance County?" (The unfiltered responses are provided at the end of this document.)

### **Potential Vision Statements**

- To lead the movement forward with good growth principles to achieve prosperity, vitality, innovation, sustainability and collaboration between urban and rural communities, with a focus on the greater good of all its citizens.
- To provide positive public outcomes through teamwork, reinvestment in community, orderly and knowledge-based decision making principles to promote diversity, prosperity and a harmonious culture of success.

### **Vision Statement Example:**

- To be a city with an emerging urban vibrancy guided by a small town sense of community.

## **Mission Statement**

A Mission Statement is a statement describing the reason an organization or program exists and used to help guide decisions about priorities, actions, and responsibilities.

The general forum data used to generate this mission should be taken from the responses to the first question at the forums, which was to name one “Untapped/unappreciated resource in Alamance County.” (The unfiltered responses are provided at the end of this document.)

### **Potential Mission Statements:**

- Alamance County is committed to promoting collaboration, innovation and responsive policy as the framework to lead the movement forward that represents public views through transparency in government, participatory communication, resulting in a vibrant community with a high quality of life for all its citizens.
- It is the mission of Alamance County to provide responsive leadership that reflects the needs of the public and remains efficient, equitable, and productive.

### **Mission Statement Examples:**

- To provide affordable, high quality municipal services and responsive accessible local governance ensuring all persons the opportunity to enjoy contributing to and being a part of the Dover community.
- The Alamance County Recreation and Parks Department will provide parks, trails and programs that inspire visitors and welcome all participants.

## **Objective 2: Review Draft Sub-Categories**

In order to create a Strategic Plan with an achievable number of goals, we are asking the Planning Board to review the “Draft Sub-Categories.” Ideally, we will reduce the number of sub-categories from twelve (12) to a maximum of five to seven (5-7) total categories. We will have a prioritization exercise to lead the discussion and help us summarize what we have learned through the process.

### **Draft Sub-Categories – Summary List**

After a review of the data collected, staff believes the following represent the most significant community issues represented in the forums:

1. Agriculture
2. Business Support
3. Collaboration and Communication
4. Communication
5. Community Needs
6. Population and Diversity
7. Education
8. Growth and Development
9. Recreation/Environmental
10. Transportation
11. Public Safety
12. Government Accountability and Resources

### **Descriptions**

#### **1. Agriculture**

*A vibrant, protected rural economy driven by locally owned value-added agriculture and carefully managed resources for sustainable food security. This includes a supported network of locally owned and protected farms to support and expand the local food economy.*

#### **Community Goals:**

- Strong preservation policy and culture of identity
- Promote agri-tourism, farmer’s markets, organic food expansion, agri-business (distribution and logistics)
- Rework Voluntary Agriculture District requirements
- Technology and training

## 2. Business Support

*A thriving platform of mindful, economic growth and development patterns that attracts, retains, and enhances opportunities for all citizens.*

### Community Goals:

- Provide a stable economic base for all businesses by providing a well trained workforce and policy incentives to encourage new business (including small business)
- Work with Alamance Chamber Economic Development to establish a branding and marketing strategy for Alamance County to strategically attract new businesses/industries
- Improve understanding of infrastructure to support and commit to smart investment

## 3. Collaboration and Cooperation

*Demonstrate willingness to work closely with other jurisdictions in order to create efficiencies for services and programs benefitting the public.*

### Community Goals:

- Coordinated governance, leadership, communication, and cross pollination for strategic growth from a regional perspective.
- Improve communication strategies and transparency to increase public awareness, health and safety, emergency protocols, and working closely with and within County departments to deliver exceptional service
- Continued community participation working in tandem to achieve short and long term goals

## 4. Communication

*A well planned guide for the free exchange of information between citizens and their leaders.*

### Community Goals:

- Promote public involvement with improved public notices and marketing to build trust, increase transparency within the government and provide clear communication of intended actions by improving the website and utilizing social media
- Review strategic plan, objectives, adopt and communicate priorities to the public
- Clarify departmental roles, educate and improve citizen access to their elected officials.

## 5. Community Needs

*Provision of services and infrastructure to create and maintain a high quality of life for all residents.*

### Community Goals:

- Inclusive community access and knowledge of County services through programming and events, with equal access to Internet and cell service
- Quality care health services and housing for children, adults, veterans, and seniors with particular focus on chronic issues of food insecurity, income inequality, immigration and homelessness

## 6. Population and Diversity

*A community that respects and celebrates diversity and inclusive living.*

### Community Goals:

- Diversity in elected officials, school board appointments and public safety that truly represent all corners of the County with improved election candidacy and minority input
- Open minded, progressive leadership willing to learn about changing cultures and influx of non-native Alamance residents

## 7. Education

*A strong commitment to all children that fosters success from cradle to career, supported by access to technology and healthy learning environments provided by professionally trained staff.*

### Community Goals:

- Raise the bar in our school system to attract and retain staff and families by addressing overcrowding, redistricting, pay structure, and aging facilities
- Expansion of school support programs, ACC, public libraries, internship and mentoring opportunities with local businesses
- Create work ready initiatives with a vocational and technical focus to give students the skill sets to adapt to changing job market

## 8. Growth and Development

*Planned growth that reflects Alamance County's heritage, but encourages the beautification, revitalization and protection of green spaces and natural resources across the county.*

### Community Goals:

- Long-range comprehensive planning for inclusive and managed growth without sacrificing the environment or quality of life for citizens
- Implement zoning and development guidelines or regulation
- Continue CDBG grants that address affordable housing for all
- Work in tandem with all jurisdictions to support, extend and repair existing and new infrastructure and utilities

## 9. Recreation and the Natural Resources

*Promoting active lifestyles and community involvement supported by public access to parks and trails while protecting our natural resources, appreciating and celebrating art and events and a commitment to enhancing the well-being of all citizens.*

### Community Goals:

- Review 2020 Parks Vision Plan
- Expand and extend Parks and Recreation/Healthy Alamance programming with free programs, fair fees and equal access
- Improve facility functions to promote walking, hiking, biking, paddling and awareness of the environment through ecotourism
- Commit to parks in rural areas and conservation of open space with a maintenance plan
- Protect water quality, soil, and other natural resources by partnering with outside departments (Ag Extension) and closely monitoring storm and sewer facilities across all jurisdictions to prevent upstream/downstream contamination

## 10. Transportation

*Support a network of connectivity through public transportation, improved sidewalks and biking.*

### Community Goals:

- Review the pedestrian, cycling, corridor and mass transit plan
- Balance transit plan with development impacts
- Increase connectivity of municipalities and rural areas with active transportation systems that links to educational facilities, hospitals, and libraries

## 11. Public Safety

*To develop and implement safety plans that protects the welfare of all citizens in a responsive, respectful and engaged manner.*

### Community Goal:

- Develop innovative practices, recognition and support all County employees and emergency response teams
- Invest in a regional training facility for all public safety officials
- Promote proactive relationships in the community to create and protect safe neighborhoods; improve visibility and trustworthiness of law enforcement
- Continue to address compensation to retain employees
- Continue to fight drug transportation and dissemination, gang activity, and general crime

## 12. Government Accountability and Resources

*To promote integrity in County government by embracing change, engaging staff, celebrating accomplishments, and bridging the gap between citizen input and service output.*

### Community Goals:

- Reduce turnover of personnel by increasing wages and implementing appreciation/incentives for all public sector employees
- Find balance between a need for revenue and more services versus a low tax rate
- Support bond issues and funding requests by thinking longer term return on investment
- Increase engagement and advocacy at a local level
- Improve diversity and progressive leadership in elected officials and develop better relationships with County personnel and the public
- Detailed departmental County services that address strategic objectives