



Alamance County Strategic Plan: Process & Background

Alamance County Planning
Department

June 29, 2016

With special thanks to the following groups for their support of
and involvement with the Strategic Plan:

Alamance County Board of Commissioners

Eddie Boswell	Chair
Robert “Bob” Byrd	Vice-Chair, Strategic Plan Liaison
David I. Smith	Commissioner
Linda Massey	Commissioner
Roger Parker	Commissioner

With special thanks also to Mr. Dan Ingle, past Chair to the Alamance County Board of Commissioners

County Administration

Craig Honeycutt	County Manager
Bryan Hagood	Assistant County Manager

University of North Carolina School of Government, Strategic Public Leadership Initiative

Lydian Altman	Director
Luisa Agathon	Graduate Assistant
Catherine Hughes	Graduate Assistant

Alamance County Strategic Plan Employee Resource Group

<u>Name</u>	<u>Department</u>
Adrian Daye	Social Services
Angela Osborne	Health
Bruce Walker	MIS
Bryan Hagood	Administration
Chris Wells	Fire Marshal
Craig Honeycutt	Administration
Cyndi Roysdon	Social Services
Emily Butler	Social Services
Ethan Raynor	Social Services
Fenesha Wilson	Social Services
Jennifer Hooker	Social Services
Jesicia Peaden	Register of Deeds
Jessica Dockery	Planning

Jon Villanova	Sheriff
Josh Hayes	Sheriff
Kelly Inman	Social Services
Lisa Miles	Health
Michelle Kempf	Libraries
Michelle Mills	Alamance County Libraries
Michelle Poole	Social Services
MJ Wilkerson	Alamance County Libraries
Nannette Tisdale	Social Services
Shelby Smith	Health
Sherri Malpass	Social Services
Stacie Saunders	Health
Susan Osborne	Social Services

Special thanks to the Alamance County Fire Districts who allowed use of their facilities:

Altamahaw-Ossipee
 Elon
 Swepsonville
 Faucette
 Northeast Alamance (Pleasant Grove)

Special Thanks to the following for their assistance with marketing and web presence:

MJ Wilkerson, Michelle Mills, and Tamia Taylor, Alamance County Libraries
 Scott Ward, MIS

This Document Assembled by the Alamance County Planning Department

Libby Hodges, Director
 Jessica Dockery, Planner
 Jamie Rollins, Intern
 Tracy Lynn, Tracy Lynn Consulting

<http://www.alamance-nc.com/strategicplan/>

<https://www.facebook.com/AlamanceCountyStrategicPlan/>

Introduction

In 2014, the Alamance County Board of Commissioners requested that county staff begin the process of creating a county-wide strategic plan. Staff was instructed to engage the public and provided a broad vision calling for the Strategic Plan to provide guidance for both budgetary and programmatic decision making for the County. Following is a brief summary of the process used to develop that plan.

To gain a better sense of the current state of the County, a review of the Destination 2020 (2003) plan was undertaken. Staff reviewed progress as reported by each department and created a “Summary of Achievement”. This review was presented to the Board of Commissioners in July 2015. The summary is presented in Appendix A and the full text of the review is available on the Strategic Plan website.

After this review, it was determined that a “Visioning Retreat” would be helpful to help further define what the BOCC envisioned as the use and contents of a Strategic Plan. In consultation with Lydian Altman of the UNC Strategic Management Initiative, a retreat was held in September 2015. The retreat brought the BOCC, County management, and department representatives together to discuss the process and expectations for the plan. Through the facilitator, the attendees discussed past successes, anticipated changes for the short-, mid- and long-term, and generally agreed how to move forward with the plan.

A work plan was created to provide a guide for estimated costs, timeframes, roles, and responsibilities. The work plan was presented and approved by the Board of Commissioners in November 2015. Though the work has shifted slightly over the course of the project, the work plan has provided a guide for the Strategic Plan work completed to date. Copies of the Visioning Retreat agenda, full notes from the meeting, and the work plan are included in Appendix B.

Community Engagement

As outlined in the work plan, staff initiated a number of activities to reach out to the public. Initially, staff worked with the UNC Strategic Leadership Initiative group to develop a facilitation process to guide conversations with the public and encourage open feedback. To create a basic outline for the process, staff used a 2014 Elon Poll (created for the Alamance County Health Assessment) to find background material to inform the meeting process. This poll used open ended questions and reached over 700 county residents, providing an excellent source to gauge what is currently on the minds of county residents. This poll and guidance from the consultants were used to create three main questions and seven discussion categories for the forums. A copy of the final participant guide used for the forums is contained in Appendix C.

Staff also identified volunteers for a “Strategic Plan Employee Resource Group” who would be trained to serve as facilitators for forum sessions, provide data entry assistance, and provide feedback regarding drafts of the plan. This group was provided facilitation training on December 2015, and provided feedback on the process developed for the community forums.

Using a list of non-profit and other interest groups provided on the Alamance County Library website, staff contacted more than 150 community groups who were invited to participate in and hold forums. Facilitation training was offered for these groups in January 2016.

Public forums were held throughout January, February and March 2016. In all, there were seventeen (17) forums with more than 190 participants. Two forums were facilitated by the UNC group, with the rest facilitated by the Employee Resource Group or those trained as facilitators from the community groups. Staff worked with Alamance County fire departments. Appendix C also provides the forums dates and locations, as well as a map showing forum locations (stars) and participant residences (dots). Appendix D provides the data collected from the community forums as well as a sorted and counted summary of the data.

Staff also created a Facebook page, Strategic Plan website and initiated a “Name This Plan” contest, organized by the Alamance County Library system. The final name selection will be made by the Board of Commissioners.

Preliminary Strategic Plan Draft

In May 2016, the comments generated during the community forums were organized into twelve major themes and used to create a preliminary draft of the Strategic Plan. Each theme was based on information gathered from community forums and included a goal statement to describe the purpose of the theme, as well as several strategies to try and fulfill this purpose. During this process, it was determined that it would be helpful to also have a Vision and Mission statement for the County to help better define the goals outlined in the Strategic Plan.

Draft versions of the Strategic Plan, Vision and Mission statements, and the top ten (10) submitted plan names were presented to the Planning Board for their review at their June 2016 meeting. A copy of the draft originally presented to the Planning Board is available in Appendix E. At this meeting, the twelve categories were reduced to seven (7) and recommendations were made for the Vision and Mission statements. A copy of the revised draft, Vision and Mission statements, and preferred Strategic Plan names as recommended to the Board of Commissioners are available in Appendix F.

When the revised draft was assembled, an e-mail was sent to all of the participants of the community forums with an updated version of the draft and a link to the Naming Contest poll. The categories and objective statements were further edited to accommodate feedback from the Planning Board, citizens, management, and staff, a final preliminary draft was created. This draft will be presented to the Board of County Commissioners at a Feedback Retreat on June 29, 2016. This draft will be available with the agenda for the retreat and on the website for review.

Appendix A



Alamance County Destination 2020 Plan: 2015 Review

Alamance County Planning
Department

July 20, 2015

ALAMANCE COUNTY
DESTINATION 2020 PLAN:
A 2015 REVIEW

PREPARING THE WAY FOR A 2016 STRATEGIC PLAN

This review is intended as an analysis of the progress achieved through the use of the Alamance County Destination 2020 plan over the course of the plan's intended shelf life. The Planning Department has endeavored to recognize any and all activities completed by County Departments (in relation to the plan as presented), with the understanding that there may be additional actions in process or that have been influenced by outside factors not reflected in this review. This review is merely a snapshot of this point in time and does not attempt to make recommendations for the completion of any implementation actions from the previous plan. We hope this analysis can be useful as a building block for future Strategic Plan development.

An overall achievement score has been presented as a way to quantify the progress made since the plan's adoption. "Achievement Scores" are rated per item, with ½ point to full point credit given for partial completion or full completion of the item, respectively. It should be noted that the Destination 2020 Implementation Actions were intended merely as suggestions and incomplete items should not discount the work each department has put into making the county operate in the most efficient and effective way possible.

The Planning Department would like to thank the Alamance County Board of Commissioners, County Administration, and the County Departments and affiliates who have assisted with preparing and editing the review.

IMPLEMENTATION ACTION REVIEW

The Implementation Actions set forth in this section are intended to carry out the policies of the Strategic Plan. As such, various actions have been listed under their respective policy heading. These actions essentially function as a "to do list" for Alamance County government. Unlike policy statements that can and should be used over and over again, many implementation actions, once completed, may be checked off the list. Customarily, implementation actions are intended to be carried out within the ensuing five-year period following adoption of the plan. Most actions require staff time, money or both to execute. Many require community support. Some require cooperation from other organizations.

These implementation actions are not intended to be mandatory. Hence, each action begins with the word "Consider...". The entire list should be revisited annually as part of the County's work program and budget process. Thus, these implementation actions are presented at the back of the plan in a single, freestanding section that may be removed, revised and replaced on an annual basis.

Alamance County Destination 2020 Plan, 2003

ACTION ITEMS: SUMMARY OF ACHIEVEMENT

<u>Recommendation</u>	<u>Number of Recommendations</u>	<u>Achievement Score</u>	<u>Achievement Percentage</u>
1. Preferred Development Pattern	4	0.5	12.5%
2. Agricultural and Rural Area Preservation	3	2.5	83%
3. Housing and Neighborhood Development	14	2	14%
4. Commercial and Office Development	9	1	11%
5. Industrial Development	3	1.5	50%
6. Transportation	9	2	22%
7. Water and Sewer Services	5	0.5	10%
8. School Facilities	7	2	29%
9. Solid Waste Management	6	5.5	92%
10. Parks and Recreation	6	5	83%
11. Paying For Infrastructure and Services	4	2	50%
12. Air Quality	3	0	0%
13. Water Quality	12	7	58%
14. Economic Development	11	9	82%
15. Public Safety	8	6	75%
16. Health Care	5	5	100%
17. Services to Senior Citizens	6	5	83%
18. Community Appearance	10	3	30%
19. Historic Preservation	5	3	60%
20. Cultural Diversity/ Acceptance	5	2	40%
Totals	135	64.5	48%

Appendix B

ALAMANCE COUNTY BOARD OF COMMISSIONERS STRATEGIC VISIONING RETREAT

Grand Oaks Conference Room (#135-137), 238 Huffman Mill Rd., Burlington, NC

Thursday, September 10, 2015 – 9:30 am-4:00 pm*

AGENDA

Attendees: BOCC members (5), County Manager, Assistant County Manager, Planning Director, Clerk

Retreat Objectives:

- To recognize our successes over the last few years.
- To assess the implications of upcoming changes in our community.
- To establish preliminary vision for the community.
- To determine expectations for a strategic planning process.

9:00 Coffee & Gather

9:30 Welcome

BOCC Chair Dan Ingle

1. Overview of the retreat

Lydian Altman, SOG Facilitator

2. Introductions and inventory

3. Using your Advance Work, create the 10 year timeline for issues you will be facing

4. Setting Context for Why Plan

Lydian Altman, SOG Facilitator

11:45-1:15 Lunch off-site

1:15 Retreat Resumes: Reconvene, Reflect

5. Revisit the Timeline: Identify issues requiring the County's attention

6. Thinking forward: What does the future look like?

7. How should the county proceed with strategic planning?

8. Next Steps

4:00 Adjourn

**ALAMANCE COUNTY BOARD OF COMMISSIONERS STRATEGIC VISIONING RETREAT -
SUMMARY**

Thursday, September 10, 2015

FROM MEETING NOTES PREPARED BY FACILITATOR LYDIAN ALTMAN

Retreat Objectives:

- To recognize our successes over the last few years.
- To assess the implications of upcoming changes in our community.
- To establish preliminary vision for the community.
- To determine expectations for a strategic planning process.

What's happened in the last year or so of which you are most proud?	
# mentions	comment
4	Interlocal communication and understanding of others' perspectives; strong cooperation amongst all community stakeholders
2	Our employees are stellar
2	Economic growth, current and upcoming [generating 1,160 new jobs!]
	Embracing the good things about economic development without losing rural feel and character
	We are a progressive, planful county that's on the move towards world class status
	People <u>want</u> to move here
	Uniting to improve educational system here
	This organizations' commitment to technology and openness about how we do our work (transparency)
	Willing to develop clarity and focus about our work, especially by undertaking a strategic plan
	Recycling processing facility has been a big success for residents; high utilization

[Facilitator's note: You could consider this 'Most Proud' list your organization's strategic advantages, those assets that you have to build on to leverage even greater successes.]

Anticipated Changes - summary

Continuous/Short-term/Medium-term/Long-term

Short-term (next 18 months)	Medium-term (18-36 months)	Long-term (3-5 years)
<ul style="list-style-type: none"> • Aging Facilities • Unexpected demographic shifts • Increased capital need for schools • Concentrated pockets of • Availability of housing options • Road infrastructure • Balancing Needs with Revenue Constraints • Retirements within the organization • Rapid changes in technology 	<ul style="list-style-type: none"> • Infrastructure Planning • Demographic shifts (browning and graying of America) • Shifts in service expectations • Stresses of land use • Large scale technology changes (functions, amount and type of data) • Need more revenues, resources 	<ul style="list-style-type: none"> • Additional employers in the county • More residents , more services, changing expectations • NC Commerce park • Loss of Agricultural Land and Farmers • Utilities, Infrastructure
<p>Continuous (ongoing)</p>		
<p>Uncertainty of legislative actions and impact on our revenues – sales tax redistributions, Medicaid policy decisions</p> <p>Eroding local control over authority and revenue generating ability (by state legislature)</p> <p>Local election in 2016</p> <ul style="list-style-type: none"> • board member & leadership changes • impact on organizational structure? Local policies? Resource allocations? Working relationships? <p>Federal rules on water quality – Alamance County has lots of bodies of water that could be affected</p> <p>State help on conservation easements – will this be available?</p>		

Identified Values:

- Mix of urban and rural areas
- Open, collaborative community
- Relaxed, friendly, caring way of life
- Innovative organization (Family Justice Center; electronic 50B)
- Workforce committed to positive public outcomes
- Focus on the greater good
- Teamwork

Vision:

- Prosperous, Vitality. New development probably centered in cities
- Strong community reinvestment
- More in-county job options
- Diversity of Businesses and employers (as a result of proactive recruitment)
- Business-friendly county (incentives, fast-tracked, open, balanced, realistic)
- Good growth (planned, anticipated, orderly, knowledge-based)
- Increased services

Population

- More educated
- More diverse
- Harmonious: respectful of differences, greater understanding of cultures

County Staff

- Enjoyable, desirable work environment
- Buy-in of employees to the strategic plan
- Turnover rates dependent on pay and benefits
- Efficient, effective and innovative
- Engaged, happy
- Collaborative relationship with municipalities on utilities

Actions, Decisions, Practices (that enable Vision)

- Planning & Visioning
- Educate folks about the work of county government, “Why It Matters”
- Invest in education
- Encourage urban renewal in Burlington. Adopt strategies to make that happen

- Cohesiveness and communication between management, employees and other governments (including schools) to be responsive to the community through strategic planning (long-term, unselfish thinking and actions)

Government's Role (in achieving that vision)

- To lead the movement forward
- Set goals and vision (for staff to implement)
- Develop policies, ordinances, and framework to support vision
- Represent public views
- Collaborate with regional partners; promote cohesiveness with all
- Be positive, complete, and transparent with communications
- Allocate/raise revenues to resource the plan
- Seek guidance of experts, when needed
- Set an example for diversity through hiring choices

How should the county proceed with strategic planning?

- **Inventory existing plans**
 - What does the county have in place that could be useful and relevant to help guide this work?
 - What have others done? Has input been gathered that could be used to supplement or supplant county's engagement efforts? Are there parts of others' plans where the county can/should fit?

- **Scope: Who should be involved in developing county plan, and in what ways?**
 - Stakeholders: community at large, chamber (representative of business community), nonprofits, municipalities, maybe major employers
 - How involved will they be? (see Level of Involvement)
 - Test/consult
 - Set boundaries for how it might be used
 - Engagement purposes:
 - Educate, inform
 - Exchange of views
 - Staff capacity and expectations (undetermined)

- **Completion: When would you like the plan to be completed?**
 - Process to design, engage, and develop could take about one year

- **Outcomes: What do you expect as outcomes from your strategic planning process?**
 - Vision, attainable goals
 - The become front and center and guide our actions and agendas
 - Operating and capital budgeting decisions by Board and preparation by departments
 - Help funded agencies fit with county's goals
 - Review progress periodically (annually or every 6 months?)

ALAMANCE COUNTY 2015-2016 STRATEGIC PLAN WORK PLAN

<u>Stage</u>	<u>Item</u>	<u>Task Description</u>	<u>Responsible Party</u>	<u>Timeline</u>	<u>Cost</u>
I.	VISIONING				
	Retreat		School of Government	Sept. 11, 2015 (Complete)	Separate Contract
II.	DATA GATHERING: IDENTIFY MAJOR TOPICS & PREPARE FOR INPUT SESSIONS				
	Identify "Staff Resource Group"	Identify members of staff willing and able to participate as "Facilitators" for future community input sessions and as community resources.	Planning Department	ASAP	
	Community Group Identification and Invitation	Invite groups to participate in facilitation training. Identify groups with input from subcommittee and resource group.	Subcommittee/ Staff Resource Group	ASAP	
	Elon Poll	This poll will help us identify major issues and rank issues in order of importance prior to developing the plan. Questions will be developed with assistance from School of Government using information generated from the Visioning exercise. An online version will be posted of this poll as well for public participation.	Subcommittee (with Leon); School of Government	Nov/Dec	TBD
	Data and Information Assembly, Community Input Packets	Using poll information gathered, the data will be used to solidify the questions used to gather additional community input. Packets will be assembled to provide standardized information for all Community Groups to use at their sessions.	Subcommittee/ Staff Resource Group	Dec/Jan	\$ 500-1200
	Train the Trainer Events (1 or 2 sessions, depending on interest)	Staff Resource Group volunteers will be trained to in effective facilitation techniques to help lead Community Input Sessions.	School of Government	January/February	\$ 2500 - 3000
III.	COMMUNITY INPUT				
	"Name This Plan" Contest	The Library will sponsor a contest to name the strategic plan.	Library sponsor		\$ 200 - 500
	Community Forums (2)	These two forums will be used to solicit input from the general public and will be facilitated by the School of Government. County staff will assist by coordinating locations and times.	School of Government	December, 2015	\$ 2500 - 3000
	County-led Community Forums	These forums will be used to gain input from the general public and will be facilitated by the Staff Resource Group and student facilitators as required.	Staff Resource Group/ Student Facilitators	January/February	\$ 500 - 1000
	County Employee Forums (2 or 3)	These forums will be used to gain input from County Employees and will be facilitate by the Staff Resource Group.	Staff Resource Group/ Student Facilitators	January/February	\$ 500 - 1000
	Community Led Input Sessions	These forums will be used to solicit input from community partners and will be facilitated by the leadership members of those groups. Additional facilitators will be provided upon request as available.	Community Groups. Staff Resource Group/ Student facilitators as needed.	January/February	\$ 1200 - 1500

ALAMANCE COUNTY 2015-2016 STRATEGIC PLAN WORK PLAN

IV.	PRELIMINARY PLAN DRAFT & FEEDBACK				
	Create Preliminary Draft	A preliminary draft will be created. The plan will be distributed to participating groups for feedback.	Staff Resource Group, School of Government, Subcommittee	March	\$ 1000 - 1500
	Community groups reassemble and provide feedback as needed or desired	If Community Groups that provided input would like to reassemble to review the Preliminary Draft, the County will provide facilitators if requested.	Planning/Staff Resource Group/SOG Student Facilitators?	April	\$ 1000 - 1200
	Board of Commissioners Feedback Retreat	Review preliminary information gathered to the Board of Commissioners and obtain feedback.	Staff Resource Group	April	\$ 1500 - 2000
	Community Open House	The plan will be presented to the general public. The School of Government will provide facilitation to hear any concerns about plan content and the use of the plan.	School of Government	Late April/May	\$ 1800 - 2000
V.	FINAL DRAFT/PLAN REFINEMENT				
	Final Draft	Comments will be received and any needed changes made to the Strategic Plan. Resulting Final Draft will be published to participants and the general public.	Staff Resource Group	June/July	
VI.	FINAL DOCUMENT PUBLICATION				
	Final Strategic Plan	After reviewing any remaining comments, a final document will be prepared and presented to the public and Board of Commissioners. Hard copies will be created as needed. Additional public presentations may be held.	Staff Resource Group/ Planning	July	\$1800 - 2100
VII.	IMPLEMENTATION (INTERNAL)				
	Performance Management Team		County Management and Department Heads		Separate Contract
				Total Cost	\$ 15000 - 20000

Appendix C

Participant Agenda for 'Alamance Strategic Plan' Community Forums

Duration: Approximately 90-105 minutes

Session Purpose: Community forums are an essential way that the Strategic Plan is gathering input, perspectives and ideas from across Alamance County.

The process and data gathered will:

- Provide an opportunity for diverse community members to participate in interactive, collaborative conversations.
- Broaden understanding of the range of issues that are important to the future of Alamance County.
- Help frame the focus of the county's strategic plan.
- Sharpen the skills of leaders in facilitating a simple group process.

1. Welcome and Introductions

(15 minutes)

Introductions: Name, connection to Alamance County, and "One untapped or underappreciated asset of Alamance County is _____."

2. Dialogue and Information Gathering

(60-85 minutes)

- a. Form a discussion triad (3 member group), preferably with people you have not yet met.
- b. Talk with your partner(s) for 21 minutes (7 minutes each) to explore how you'd answer this question:

Within the key issue areas, what do you see currently happening or about to happen that presents the **best opportunities** for Alamance County?
[List each opportunity on a separate post-it note]

- c. 'Best opportunities' could mean something that is not working or something that is working well that you'd like to see strengthened or enhanced in some way.
- d. You may not get to all 7 issue areas (see reverse side), and that's okay. Spend time on the issues you feel are most important to a thriving and successful Alamance County.
- e. After about 25 minutes, you'll be asked to post your answers, and have a group member review all answers in one category. Assign a Reporter for your group.
- f. Use a phrase or complete sentence and write legibly! This is what gets recorded and we want to make sure it is captured accurately.

3. Priorities for Change

(10 minutes)

In 30 years, what aspect of Alamance County will you be glad you protected or encouraged today?

Suggested Discussion Guidelines

1. Stay Focused.
2. Practice active listening.
3. Be respectful.

Key issues

(as identified by residents in 2014 Elon Poll and in no particular order)

- ❖ Economic Development
- ❖ Infrastructure
- ❖ Governance
- ❖ Schools and Education
- ❖ Growth and Development, Community Planning
- ❖ Social Issues
- ❖ Public Safety

For more information about community events and to track the progress of the strategic planning process, please visit our website and/or Facebook page.

<http://www.alamance-nc.com/strategicplan/>

<https://www.facebook.com/AlamanceCountyStrategicPlan/>

Notes:

<u>Date(s)</u>	<u>Location</u>
Wednesday, December 09, 2015	County Employee Facilitation Training and Forum May Memorial Library
Tuesday, January 12, 2016	Community Forum - Elon Campus
Wednesday, January 13, 2016	Community Group Facilitator Training Cooperative Extension Building
Tuesday, Jan. 26, 2016	Community Forum - Mebane Community Center
Thursday, February 04, 2016	Altamahaw-Ossipee #2 2806 Old NC 87, Elon, 27244
Monday, February 08, 2016 6pm	Elon (Main Station) 219 S. Williamson Ave., Elon
Tuesday, February 9 *3 pm*	Alamance Community College - Leadership Forum Patterson Auditorium
Thursday, February 11 7pm	Planning Board Forum Commissioners Meeting Room
Wednesday, February 17 *2:30pm*	Alamance Community College - Student Forum B-22 ACC Campus
Thursday, February 18, 2016 6pm	Swepsonville #1 2744 Darrell Newton Drive, Graham, NC 27215
Monday, February 22, 2016 6pm	Faucette #7 2164 Carolina Road, Burlington NC 27217
Thursday, February 25, 2016 6pm	Haw River Ball Room Saxapahaw
Tuesday, March 1, 2016 6pm	NEAVFD 3847 N NC 49, Burlington, NC
Tuesday, March 8, 2016 6pm	Eli Whitney Community Center 3917 E Greensboro Chapel Hill Rd,
Wednesday, March 09, 2016 8pm	Health Collaborative Impact Alamance

Thursday, March 17, 2016	St. Matthew's AME Church
6pm	1136 Apple St.
	Burlington, NC 27217
Wednesday, March 23, 2016	Burlington Alamance County Realtors Association
	215 Alamance Rd.
	Burlington, NC 27215

Rockingham County

Caswell County

Orange County

Guilford County

Orange County

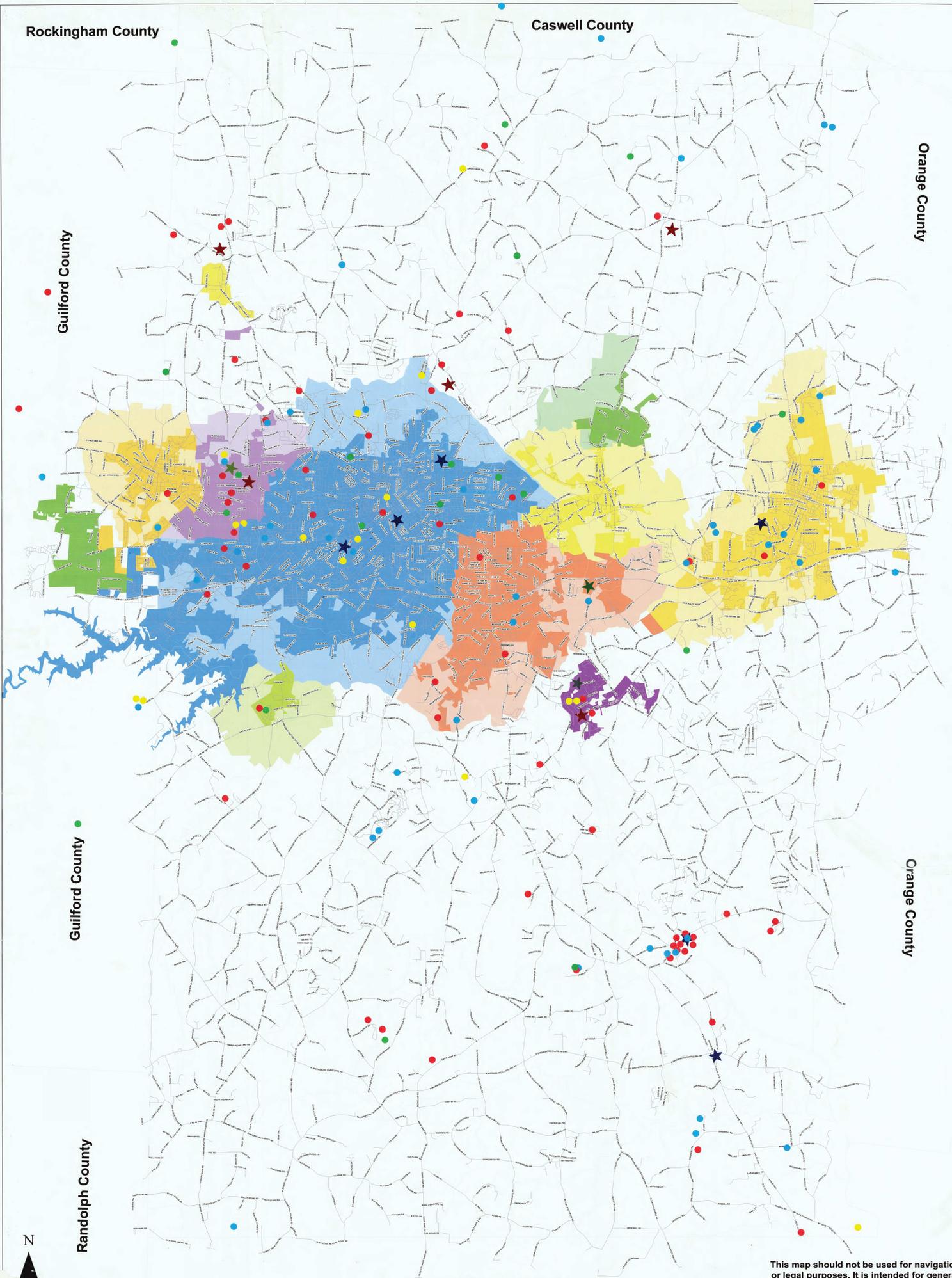
Guilford County

Randolph County

Chatham County

N

This map should not be used for navigation or legal purposes. It is intended for general reference use only.



Appendix D

Raw Data – Sorted and Counted

- **Preserving Agriculture**
 - **Recognize/support/appreciate/preserve agriculture/farm(er)s/heritage/identity (18)**
 - **Food policies (nutritious, local food) (10)**
 - **Promote agritourism (6); agribusiness (2); farmer's markets (4)**
 - **Heritage tourism and winery tours (4)**
 - **VAD (3)**
 - Technology and training (teach about farming) (1)
 - Engaging Latino population and farm workers
 - A need for small farms and a poultry processing plant. Government could help with the Federal permits and an entrepreneur could run it.

- **Collaboration, Cooperation, & Communication**
 - **Cooperation/Collaboration**
 - **Collaboration between all levels/forms of government (26)**
 - **Collaboration between government and non-government entities (companies, employers, schools, citizens, communities) (16)**
 - **Lower barriers for public involvement/outreach (33)**
 - **Communication**
 - **Communication with citizens of: resources, programs, budget, actions (18); transparent government (6)**
 - **Deliberate engagement of appropriate representatives/leaders: progressive, involved (12)**
 - **Website (dynamic, easily navigable, strong content) (5)**
 - Young people don't read the paper
 - **Civic center/town halls to attract folks into the county (6)**
 - Clearinghouse for information

- **Respect for all Citizens**
 - **Outreach/inclusion/respect of diversity of citizens (14)**
 - **Population growth/density (5)**
 - **Diverse, representative leadership (4)**
 - Culture mill
 - Access across county for opportunities
 - Affects all groups
 - Retirees

- **World Class Education**

- **Expand programs at schools (22)**
 - ACC (tech, blue collar) (14)
 - Bilingual programs (3)
 - Literacy (2)
 - Tutoring (2)
 - Open use for schools (1)
 - Bullying
 - Classroom disruption
- **Work-ready initiatives/intern/apprenticeships (17)**
- **Update/renovate educational infrastructure/facilities (14)**
- **Ensure post-graduation success of students (12)**
- **More funding for long-term improvement of schools (11)**
- **Raise the bar:**
 - **Quality schools to attract and retain people (15)**
 - **Teacher pay (10) / respect (4) for retention**
 - **Solve overcrowding (6)**
 - **Redistricting (5)**
 - **Charter schools (4)**
- Proposed \$150M bond issue for ABSS (6)
- Better awareness of and access to public libraries (3)
- School Board/Engaged School Board
- Decrease size of administrative personnel with little/no experience
- Frustrated with the extravagant salary of the new superintendent
- Momentum and leadership and creativity from new superintendent
- New leadership in schools (recent change in leadership positive).
- Progressive superintendent
- Focus on early intervention for kids
- Attendance zone address verification?
- Educate about school bus safety (make space for on/off bus)
- School disruption
- Schools drain our children ("suck the life out of them")

- **Smart Growth and Development**

- **Planned, managed, proactive growth (35) (22 direct mentions of planned growth, and beyond those there were mentions of growth; "What direction are we going in?" etc.)**
 - **Growth in business/arts/facilities (6)**
 - **Strategic plans creation and update (6)**
 - **Smart land use/development (4)**
 - **Zoning laws (13) and development standards (5)**

- **Healthcare inside county (13) [including mental health (2)] and affordable housing (20) to eliminate income inequality (2), food insecurity (4), and homelessness (3)**
- **Public transportation (12)**
 - **Access to, awareness, and expansion of services (15)**
 - **Transportation corridor (highways – as an asset) (9)**
 - **Expansion of connectivity (10)**
 - **Sidewalks (10) and biking (7)**
 - **Links to important facilities (3)**
 - **Bus (9)**
 - **LINKS**
- **Parks and Recreation (3)**
 - **Trails/Haw River (14)**
 - **Active acquisition of MST/HRT (mountains to sea trails/ Haw River Trail)**
 - **Parks/recreation programs (17)**
 - **Re-use 2020 plan parks vision**
- **Expand (7) and repair/maintain (18) vacant/existing infrastructure and technology**
 - **Landfill (2)**
- **Economic development (21)**
 - **Encourage new, diverse business with strategic recruiting (22)**
 - **Support small business (14)**
 - **Branding/marketing plan (6)**
- **High quality of life**
 - **Fair wage employment (esp. in tech sector) (9)**
 - **Opportunities for youth and elders**
 - **Free, all-ages, community/cultural activities (12)**
 - **Day/adult care (8)**
- **Protection of green space/natural resources (7)**
- **Access to Internet/Cell phone service (16)**
- **Water/Sewer**
 - **County water and sewer needed (5)**
 - **Abundant water (4)**
 - **Examine water and sewer access/efficacy (6)**
- **Water quality (5)**
- **Eco-tourism (4)**
- **Preparing for closures**
- **Regulation of placement of solar farms**
- **Jordan Lake issue will be a game changer**

- **Public Safety**

- **Community involvement/relationships/transparency (10)**
- **Underappreciation/low pay of public safety (5)**
- **Training center (4)**
- **Crime: drugs (4), human trafficking (2), gangs/murder (3)**
- Nixel weather alert and safety system
- Practices/Policies:
 - Body cameras (2)
 - More officers/substations (5)
 - More EMS services/units (4)
- Fire/police/EMS doing a great job (6)
- Respecting neighborhood identities/community policing (3)
- Police don't always follow-up
- Fire hydrants on 62/49
- Decide what to do with prison farm
- Planning among all entities for hazard events, school protection
- Improved communication as state advertised - county involvement in VIPER system
- Interoperability of communication systems

- **Government Accountability and Resources**

- Accountability/citizen oversight (3)
- **Reduce turnover/training ground (7) by increasing pay (8)/appreciation (3)**
- Taxes
 - **Desire for more services (higher taxes specifically mentioned: 5) vs. low tax rate (2) – (1)**
 - **Addressing and taxes going to correct place (2)**
 - Impact fees for education
- **Mindset: need to change, think as a "region" (2)**
- Property assessments – do it right
- Looking at new solutions for issues
- Taking responsibility for issues

OTHER/UNCLASSIFIED/LIMITED INFLUENCE AREAS

- **Voting accessibility/awareness in rural areas (3)**
- **Great local airport (2)**
- **Certain Geographic Areas/Concerns**
 - Revitalize core of Alamance County-downtown Burlington
 - Revitalize East Burlington
 - Better access to interstate & schools in east Burlington

- Help for the villages/unincorporated areas
- Webb Avenue
- What makes Pleasant Grove attractive?
- Pay attention to all areas of the county, esp. East Burlington
- Improve East Burlington
- Lake in Southern part of county
- Mebane's downtown?
- Need to develop North/South routes (2)
- Sax-Beth Church Road
- Money
 - New grants for health and social issues
 - Non-profits' struggling need consideration for county funding
 - Return on investment
- Potential resources
 - Southern Alamance Business Association
 - Deputy at Social Services a great thing
 - Alamance County Historical Society and Snow Camp Historical Drama
 - Government employees: how does my job enhance your life?
 - Elon-Alamance Health Partners & other programs/graduates to come
 - Interface with Chamber
 - Local contractors?
 - Makers at Jordan Elementary
 - More community use of Elon University
 - Unified communication center
 - Using churches
 - Potential buyer for quarry hills golf course
- Road Maintenance /Design
 - Rural road maintenance
 - Better clean-up plan for snow and ice
 - Big scary trucks
 - Driveway access to major roads
 - Street cleaning ice/snow
 - Upkeep of city and county roads
 - Roads need work
 - Traffic
 - Traffic congestion at school pick-up/drop-off
 - Traffic safety on 87
 - Vehicle safety on roads
 - Large trucks on Saxapahaw Roads
 - Follow NCDOT
- Advocacy at the state and national level

- Alamance scene (?)
- Board meetings
- COG
- JPA
- Maker spaces
- Furthering the development of the recycling services
- Immigration
- Underutilized resources
- WIC policy (2)

Strategic Plan

Raw Data from Community Forums

First Question: Untapped/Unappreciated Resources

Contribution to economic development	Array and quality of county services provided	Diversity of community
East Burlington, infrastructure and development	Array of library services	Diversity of people, cultures
Eastern Burlington/Alamance County	Arts	Diversity of the community
Increase jobs/opportunities, attracting companies	Arts and cultural events	Diversity/need more
International community; ability to unite	Burlington Times-News	Doctorates, PhD's in
Volunteer force, county government	Business - generate interested and boost the economy	Southern end of county
'Small town feel', quiet, undeveloped feel	Busy library (variety and # of activities)-more need to know	Don't know
211 resources	Central geographic location in the state	Donut whole location
Abandoned golf course (Swepsonville)	Central location	Downtown area
ACC	Chamber of Commerce/tourism	Downtown resources
Access to local foods and culture	Children	Downtowns with character
Adequate water	Children's museum	Education of the area
Affordable housing	Churches	Educational institutions
Agr/business	Citizens	Educational opportunities
Agricultural history and farmers: formal and organized into great stuff	City officials	Elon College-culture value-added, education opportunities
Agriculture	Collaboration among agencies to spread events around the county	Elon University
Agriculture	Community involvement	Employees do good work
Agriculture as contributor to economic development	Comprehensive planning	Engaged medical community/Health Dept.
Agriculture-protect and flourish	Connection for more opportunities/ innovation	Entrepreneur
Alamance Community	Connection/uniqueness	Entrepreneurs and small business owners (and their role in economic development)
College is underappreciated	Creative/open mindedness	Existing workforce, infrastructure and highway corridor could be tapped to benefit the county
Amtrak station, connection	Culinary department	Facilities
	Dedication and leadership of teachers	Farming
	Diversity	Farms
	Diversity	Find out what to do with family
		Friendly people

Future for kids	Lack of sports opportunities for kids	Parks & Rec
Future jobs	Lakes could be better utilized	Parks and recreation
Good food available around county	Landfill needs	Parks and recreation opportunities
Good place to raise children	upcycle/recycle space	Parks and recreational opportunities; Eco tourism
Good, central location. Close to RTP, interstates, etc.	Law enforcement – low crime rate	Partnerships
Graham Cinema	Libraries	Passion/compassion in community
Green areas	Libraries	People
Green Spaces	Libraries	People
Green Ways	Library system	People
Growth	Local food/funds	People
Growth	Location (middle of the state; interstate, East Coast, Railroad corridor)	People who live and work here
Haw River	Location for growth	People, Human Resources, Abilities of residents
Haw River is not used and promoted enough	Lots of local resources and training available to lure people to stay here	Pleasant Grove School
Haw River land development	Low tax rate	Potential for purposeful planned growth and existing assets
Haw River trail	Maintain river	Protected growth and land
Haw River; other natural resources	Men and women returning home from prison	Public Input
Health needs for underprivileged	Mental health	Public library system
Help farmers/support farmers	Mixing people involved	Public safety
Helping others	Municipal/county employees	Public
Helping Veterans with needs	Natural resources	safety/volunteers/Sheriff's Dept.
Heritage & tourism opportunities	Natural resources to attract industry	Public schools K-12
Heritage tourism	Need civic center/place for conference	Public transportation
Higher education options beyond Elon-ACC	Need for youth programs	Public safety and county employees in general, including teachers
Highways/accessibility	Not over restrictive	Quality of life here is great
Historic resources	Older mill buildings	Rail and freight
Historic resources; downtown (untapped)	Organics	Railroad
History in county	Our Sister's House	Recreational facilities
Intentional diversity	PACE (Piedmont Senior Care)	Recreation areas
Interest in future plans	Park system	Resources we do have
Kids getting into college	Park/natural resources	Retirees and their skills
Lack of activities for single parents	Parks	Retraining skills
	Parks	Revitalize City Park

River
Roads/traffic
Rural areas
Rural County
Rural farmland
Rural resources: need
economic development
strategies that fit for rural
areas
Schools role in economic
development
Senior support services
Snow Camp drama
Southern half of county
Strong school system that
drives economic
development
Strong school/education
system
Support F.D.
Support for small businesses
Sustainability
Teachers

Technical education
The entire county as part of
the region and corridor
The involvement and
connections of people
The value of the work of
volunteer, emergency, Non-
Profit/Civic groups; there are
a lot of agencies
Things around county
Tourism
Town of Graham
Trail
Trails
Trails
Trained (but
un/underemployed) labor
force and opportunity to use
vacant buildings/former mills
Transportation
Transportation
Transportation corridors
Underutilized land

Underutilized skill sets
Use of art in a utilitarian way
Utilizing community
organizations
Vacant buildings for small
businesses
Volunteer agencies -
number, coordination of
services, communication and
collaboration amongst,
responsiveness to
community needs
Water
We undervalue what we
have now
Wilderness
Working adults without
literacy/work skills
Young people with degrees
that want to stay (untapped)
Youth
Youth involvement in civic
affairs

Second Question: Best Opportunities

Opportunity (Actual Responses)	New park/soccer complex in Mebane	Active acquisition of MST/HRT
Inclusive, but managed development	Need for more community-based activities	Where do we want growth?
County needs to be ready for new development and implement zoning for new developments	New civic meeting area	How do we control land development?
Comprehensive municipal plans and strategic plans update	Growth in fine arts/cultural arts	Voluntary ag. Districts?
Work together for new businesses	Coordination for future growth probably needed	Concentrate development? Mebane's downtown?
Elon is the 9th densest city in NC; population density affects all other issues; Need planned growth for rural	Continue to develop old mill buildings throughout county	I-85/40
Develop ways to support farmers and help them be profitable	Continue to maintain parks well for the future	Quality affordable housing
Shift in use and development pattern, as evidenced by downtown Burlington	Community awareness of county services	Utilize sport parks that are here
Building communities and neighborhoods	Bus	Parks & Rec
Understanding what young or other groups need to stick around	River	Need ones not community supported only
Cleaning up areas with abandoned buildings to attract new business	Expand Mebane Parks & Recreation	Forestry management
Affordable housing	"Urban" small businesses	No county recognition or support of agriculture
Affordable education	Population growth	Need a plan to contain sprawl
Transform Burlington into a more walkable, liveable place	Distribution centers	Increase participation from county residents
Fiber optic/high-speed internet access	Family activities	Agriculture an economic tool to support
Mill revitalization	More guaranteed affordable housing. Consider this as part of residential development trade-offs	Voluntary Ag. District requirements need to be looked at again to allow wide variety of farms
	Emphasize our trail systems, hiking, biking, and paddling	Zoning county-wide
	Encourage small entrepreneurial businesses by providing access to facilities and advertising	Implement zoning county-wide
	Fund and follow through with the pedestrian and cycling plan for Alamance County	Growth management
	More mindful economic development using citizen input	Mindset: need to change, think as a "region"
		COG
		Water quality
		Eco-tourism
		Abundant water
		Lake in Southern part of county

Help with contaminated water
119 is coming
Broadband access
New North/South Hwy. access
Public transportation
Minimum housing
What makes Pleasant Grove attractive?
62/49
Soils
What does new development look like?
Location of retail services
What do we want to look like in 20 years?
Plan for growth
Haw River Trail
Industry near 85
Coordinate utilities with planning efforts
Connectivity
Voluntary agricultural district
Agritourism ordinance
No planning by panic
Consider land use in a more comprehensive way
Public notices
Educate and engage on development
Haw River Trail a good draw and growth opportunity
Affordable housing for seniors
County water and sewer needed
Access to internet and cell phone service needed
Mebane a good example of planning and working together

Promote agritourism
More collaboration across governmental entities
More vital downtowns
More downtown activities
Jordan Lake issue will be a game changer
Need for zoning laws
Put development standards in place
Overpopulated schools
Protect agriculture and open space by shaping urban areas to more dense and compact
Develop standards for developments
Require sidewalks in new developments
Growing awareness of need for open space, land protection, and zoning
Create awareness of downtown areas; prohibit traffic
Revitalize core of Alamance County-downtown Burlington
Real rail commuter and mass transit
Appreciate and protect local agriculture
Encourage local businesses, e.g., farmer's markets
Some collaboration between major employers
Cities working with business and city groups to bring in new business.
North park farmer's market
Creating connectivity with active transportation

Support growth plans for new development
Changing demographics in community adds new needs
Need for new parks/trails
Need for change but little or no involvement; forum is an opportunity
Obtaining input from the community
Boys and Girls Club, need additional space to accommodate the number of youth, especially teens
Church and business to do cooperative exchanges, pulling these groups together; United Way does some of this, no overlap in funding
Evaluation of the last strategic plan to see what it was, what happened, results of the last plan (this is on the website)
How much of the city and the county government overlap?
Potential buyer for quarry hills golf course
Zoning
Revitalize/support small businesses
County to provide incentives to small, family owned businesses
Regulation of placement of solar farms
Quarry hills golf course as park for the county with event and community center

Zoning for commercial vs. residential buildings
Zoning to protect our current way of life
Consideration of the environment in planned growth
Expanding locally sourced foods
Responsible ecological planning that protects Haw River Watershed
Maintaining (not expanding) landfill
Affordable housing planning
Repurposing existing spaces
Look to the long-term
Seeing preventative healthcare reaching the full county
Thinking of the Haw as an amenity
Property assessments
A need for small farms and a poultry processing plant.
Government could help with the Federal permits and an entrepreneur could run it.
Community college
Preserve open space and farmland
Landfill
New distribution centers like Walmart, nccp, ncic, samet.
Service industry, distribution, and logistics companies, how do we serve well?
Establishing new "brand" for Alamance County
Research impact of infrastructure

Alamance County Historical Society and Snow Camp Historical Drama
Tax base from new industry
Agribusiness development
New businesses coming to Mebane;
New businesses coming to Burlington
County focus on investment vs. expense
Business as investment, recruitment as an opportunity
Tourism to parks
Market the county's assets
Connectivity and transportation - recognize corridors
Elon-Alamance Health Partners & other programs/graduates to come
CAP apprenticeship (manufacturing program)
Expansion of jobs, as well as retention
Physical facilities: upgrading governmental buildings
Better school system, competitive pay
Growth of Alamance
Crossing and Tanger Outlets
New, diverse industry (Walmart, Honda)
Natural resources
Understand what industries are looking at Alamance
Preserving agricultural heritage of the community and county
Unified Marketing Plan for all county

STEM oriented workforce training at ACC
New jobs as a result of automation
Utilization of Haw River for economic development
Sales tax increase for County
Revitalize East Burlington Manufacturing
Need for civic/conference center
"Dreamer" students
Expanding and promoting better our online trainings to better compete with for profit schools
Growth in Business/Industry locally providing opportunities and challenges
Bring in more businesses to downtown areas
Expansion of county assistance programs
Low-income housing good
Centralized access to assistance programs
Careful regulation of programs
Where to go/access/awareness
More jobs in tech sector
ACC
mechatronics/economics
Applying Mebane's development model to the rest of Alamance County
Downtown city area development (Burlington, Graham and Mebane examples)

Provide the fuel to start the economic development engine
Emphasize uniqueness of areas in whatever development happens
Balance the growth in all areas (and revenue sources) of the county
Offer entrepreneurial space and resources for small business development
Abundance of available land for use as development sites
Thoughtful and deliberate development, not reactive
Encourage clean dollar development, e.g., ecotourism
Relocation of Highway 119. What opportunities does that present?
Major highway and railroad
Need revenue
What kind of industry do we want?
Blue collar trades
I-85/40
Support local farms
Branding, place ID
Preparing for closures
Chamber of Commerce - support small rural businesses
Possible incentives
Education about membership/rates
Southern Alamance Business Association
Agriculture
Interface with Chamber

Recruiting collaboration with municipalities
Focus on living wage industries
Strategic recruiting
Attract more businesses by improving infrastructure, schools, public safety
Clearly define identity of county to address
What's our identity?
Branding
Let's make sure we have the infrastructure in place to attract
Add to the diversity of recruitment of different types of industries
Expand on to other industries
Internet/broadband
Eco-tourism
Abundant water
Brand
Heritage tourism
Winery tours combined with Alamance history tours
Farm tours
Free or inexpensive activities
Events to support local businesses
Diversity
Organized development
Technical training
Small business center could be better utilized
More info on businesses coming
Incentives for local small businesses
What is county doing?
Helping farmers

Fruit stand man
Small business incentives
Day care/adult care services
Parks and Rec.
Tourism
Agritourism
Food access
Are we becoming bedroom community?
Some industry
Bicycle tourism
Farm tour
Wine
Awesome local airport
County water and sewer needed
Access to internet and cell phone
Property taxes too low
More collaboration across government agencies
More vital downtowns
Need for zoning laws
Put development standards in place
Incentives
Diversity of industries
Maker spaces
Coordinated economic development across city lines
Support for agriculture
More employment opportunities
Downtown plans for abandoned mills
Nonprofits and fire departments - no retirement and no benefits
Growing populations
Need to create more work ready jobs

Opportunity for low education jobs
New industry and industrial parks
Improved transit in county will impact development
Impact of infrastructure on different types of development
City and county are doing strategic plans
Working together across municipalities
Local food growth and distribution
Willowbrook park and school development
Sustainable jobs, higher paying, Walmart/distribution center
More careers instead of jobs
Not at the expense of the environment
Protecting local businesses
Attract new businesses
Support local farmer's markets
Countywide water
Create county zoning board
Increase county pay supplement
Land use
Re-use 2020 plan parks vision
Sax-Glencoe-Chatham Park
Collaboration facilities for small farmers
Using vacant space for local, small grocers, artisans and other vendors
Farm business model
Distribution hub to be built

Coordination in rural education institutions
Business incubation
Farmer's Market
Agriculture
Small businesses
Business communities linked
Planned economic development and consideration of zoning
Eco-tourism parks along Haw
Understand economic development beyond the short term
Understand the value of farmland and farmers
Affordable for local businesses
Need better infrastructure
Mass transit
What about an incubator type economic development?
Government leadership positive and proactive and moving forward in planning and healthy development - continue cooperative works
Accountability
Make sure plan is followed
"Plan your work, work your plan"
We are a training ground for employees
Support bond issue
Must fund
More intergovernmental cooperation
Return on investment
Need progressive leadership

Strategic plan to bring opportunity for employment and active living
Diversity in elected officials
Open minded board members
Increase engagement and advocacy in local government
Desire for more services vs. low tax rate
Communicate what government does
Thinking ahead; being proactive
We have low taxes
Public Involvement
Government employees: how does my job enhance your life?
Increase wages for county employees. This is a form of economic growth
Coordinated governance for strategic growth
Partnership with county for civic center for conventions
Educate community on benefits of well-planned taxation
Local teacher supplements
Collaboration between municipalities for public transportation
Continue forward thinking
Less control, more participating
Listen to stakeholders
More investment/loosen financial constraints on spending for long-term

improvements in schools,
etc.
Excellent coordination
among emergency
responders throughout
county
City governments working
together and with county for
a common goal
Local elections awareness
Alamance County website -
shows what there is to do?
Website more
dynamic/fluid/intuitive
Website meritable content
Team dedicated to website
(advertise Alamance County)
Elections rural areas
WIC policy
Lower barriers for public
involvement and access to
system
Young people don't read the
paper
Maybe more oversight?
How do we help citizens get
involved and have voice?
Cross pollination –
interaction amongst various
governing bodies and other
groups, i.e., United Way
Better working relationships
amongst board of
commissioners
Developing a branding
marketing strategy for the
county, e.g., open space,
clean air, local produce
Continue accessibility to/of
elected officials
No representation for
Southern part of county

Better job communicating
opportunities for input and
involvement
Alamance scene
County school and
commissioners are working
together
Municipalities work together
Meetings are happening
Work with Chamber
Communicate
resources/programs
Need more transparency in
county departments
Need zoning
Better communication of
resources
Collaboration with other
local governments
Full cost accounting and
disclosure
Engage with citizens
Taking responsibility for
issues
Collaboration with levels of
government
Communicating budget
Kudos for Sr. activities at
Pleasant Grove
Engage Healthy Alamance
Getting people involved
Addressing and taxes going
to correct place
Regular town halls
Implement community
access plan
Coordination with
municipalities and utilities
"Regional thinking"
Engage in transp. planning at
county level

How are we contacting
residents?
Board meetings
Property taxes are too low
More collaboration
Better communication with
citizens
Employees/governing body
needs to be plugged in to
community groups to keep
communication flowing
Put development standards
in place
Clearinghouse for
information
Robocalls for information
More engagement with
citizens
Need to develop trust with
citizens
Pay attention to all areas of
the county, esp. East
Burlington
Get more people involved
and running for office
Inadequate public funding
Lack of appreciation for
public sector employees
Promote arts as a tool to
bring diverse communities
together
More community use of Elon
University
Access to more opportunities
for the arts
More conversation between
municipalities and county
government around growth
and development,
transparency and increased
communication/collaboratio
n

Strategic Planning process for county reviews all other city plans in order to be informed
New ideas: County Manager and Board – need for transparency, outside perspective needed?
“Good Old Boy” network
Same people rotating on and off the board of commissioners; serving their own needs and not those of the citizens
Zoning – feel like superintendent is putting preference to one side of the community
People are not taking advantage of the service offered by the county; participation and visits by citizens are welcomed; website offers lots of information
County website is difficult to navigate; needs to have more information
More community outreach – specific events or invitations, open houses
Voting accessibility to neighborhoods; North Park
Using community input in a meaningful way; no one came back the last time that a forum was hosted, “my opinion was not appreciated”
Telephone numbers and addresses of the commissioners

Zoning for residential single family, multifamily, business/industrial
County commissioners who understand how county works and county needs
Communities working together
More transparency to the community
More positive interaction between governing bodies
More proactive County Commissioners-positive now, continue; this process is indicative of progress
Connectivity
Public transportation (fixed route bus system)
Continue expansion of public transportation
Sidewalks/active transport in growth plan
Internet; importance of high speed connectivity throughout the county for workforce (telecommuting); access for school also
Study of infrastructure locations/ support utilities
Playground for children
Expansion of trails along Haw
Additional parks in rural areas
Rural road maintenance
Utilities - Unity across county
Create a fund to maintain infrastructure throughout the county and assist municipalities
Old mill buildings - opportunity for

redevelopment into more than just apartments
Hwy 40/85 - existing asset and opportunity
Bus system (coming)
Wellness Collaborative (planner, public health, parks and recreation)
Services
New school buildings
Need to develop North/South routes
Expand public transportation
Partner with DOT for beautification of interstate and exchanges
Upkeep of city and county roads
Need to renovate/improve/add to educational infrastructure
Beautifying the frontage of 85-45 ACC campus
Update main ACC campus
Construct ACC/ABSS early college facility to accommodate 1,000 students
Continue growth of transportation resources to all areas of county including rural areas
Enhance development and access of Haw River trail system
Furthering the development of the recycling services
Roads need work
Airport
Bus
Parks/rec awareness
Bus transportation

Provide transportation network/improve accessibility of/to rural communities
Continue to push for more affordable housing near public transportation
Continue to develop more public transportation and walkable areas and increase coverage
More public transportation generally
How to get jobs, school and back home
Existing buildings redeveloped (?)
Support bond issue
Follow NCDOT
Limited public transit
Only have what was built out of necessity
Police, Sheriff substations needed in Southern part
Support for recreation facilities
Fire and rescue are out only assets
Identify who has and who needs water/sewer
Make sure infrastructure including all utilities is in place for economic development
Need to identify other funding sources for infrastructure
Long-range planning
Public/private partnerships
Bonds
High-speed fiber
Trails

Supply of water
Pro-active with wells
Internet/broadband capability
Encourage diversity
LINKS
Limited septic capacity
Water
Local contractors?
Baseball field
Use of school facilities
Broadband access
Using churches?
Fire hydrants on 62/49
Examine water and sewer access
Encourage bike traffic on appropriate travel ways
More travel modes
Webb Avenue
Bus system with bike access
Driveway access to major roads
Public transportation
Positive is the amount of water available here
County water and sewer needed
Access to internet and cell service needed
More collaboration across governments
Better communication
Put development standards in place
Traffic issues
Better access to interstate & schools in east Burlington
No reliable transportation for some areas of the county
Limited access to internet in certain areas of county

Keeping up with infrastructure and road development
Vacant buildings
Address commuter needs and bottlenecks, e.g., Amtrak and Highway 70
Beginning of a public transportation and bus system removes barrier for people getting to jobs and services
More bike lanes
Good recreational programs and team sports
Wellness collaborative work to improve built environment
Transportation systems to include hospital and libraries, etc.
Water and sewer expansion to industry parks
Take advantage of empty structures to offer meeting or conference facilities
Community improvements – look around and see, what is the county responsible for? 911, sheriff, health, schools, roads/buildings
Bus system upcoming
Clean water/concerns with well and city water quality
Countywide water source
Enhance county technology
Be a leader in technology
Access to citizens
Clean water
Water filtration
Effective storm and sanitary sewers

How do we want the county to grow?
County transportation
Mass transit
Streets and sidewalks
Better water quality in Haw River
Strengthening community and sharing resources
Urgent care facility
Reduce turnover of personnel
Decide what to do with prison farm
Improve East Burlington
Promote local parks and Haw River trail
Environmental stewardship and social justice
More parks
Distance from law enforcement, need a Sheriff substation
Respecting neighborhood identities/community policing
Safe and active transportation
Burlington Police dept. and Hispanic community – PD is open to feedback, community-building, and establishing trustworthiness
Safety planning (proactive)
Increase awareness of groups to walk and bike
More sidewalks and pedestrian paths
Promoting positive image and forming relationship in the community

CCOM (locating emergency calls using GPS instead of calling)
Law enforcement is now more visible within the community. And they are showcasing the results, e.g., drug busts, 'cleaning up' the community
Collaboration between law enforcement agencies
Public safety training center is badly needed
ACC offers training for new and existing police, fire and emergency services. There is a need for larger, more modern facilities for training.
Need to invest in regional training facility for all public safety
A police substation at ACC
Change focus from locking up to providing other intervention such as education
Build a county training center to provide police force with better communication skills
Unify the partnerships with all public safety sectors and ACC
Transportation corridor
Family activities
Gang awareness
Better clean-up plan for snow and ice
Bus
Access for services
Public Safety
Better community relationships to provide

education about public safety issues. We have a great citizen's academy but most don't know about it. Let the citizens know.
Make public safety more available in the satellite communities
Good infrastructure = public safety
Relies on education
Adequate funding
We have excellent fire department and EMT service
Increase retention of law enforcement officers
Negative interaction common with Alamance County Sheriff
Police don't always follow-up
We have Barney Fife!
Good training
Good communication between agencies
Con: retaining good employees
Con: underappreciated
Con: more recognition programs (appreciate employees)
"Training ground"
Employee retention
Parity in pay vs. other counties
Create more opportunities in advancement
Decrease murder rate in Burlington
Very cooperative with each other
Fire/police/EMS doing great job

Elon 10th densest population, so why is Burlington so high right next door?
Need to continue to address pay issues for public safety/Sheriff's office
Broadband access
More deputies/satellite offices
Pay disparities
EMS is good
Rescue squad
Deputy at Social Services a great thing
Review addressing for accuracy with tax district
Plan for growth
Interagency communication
Traffic safety on 87
Cycling
Losing trained officers to other, better paying juris.
People go out of county for health care
Underappreciation of public safety, police and fire
People, all residents, feeling safe to go to police (this is improving)
Address the issue of gangs
Support volunteer firefighters

Maintain community outreach
Educate about school bus safety (make space for on/off bus)
Nixel weather alert and safety system
Planning among all entities for hazard events, school protection
Specific plans in municipalities
Mebane police academy
Respecting neighborhood identities/community policing
Community connections for policing
Body cameras - still questionable as to whether or not everyone is using them properly, incident with 2 cops, only one wore nametag and one with camera. Officer turned his back and did not tape the incident
We would like to have body cameras on our municipal and county police; City of Burlington was given grant money for this. Elon Campus Police has these.
Coffee with a Cop allows for dialogue with a police
Updated training of officers, policies
Citizen advisory review of policies, accountability
Mebane, Alamance County and Burlington have Citizen's Academy to get perspective

on jobs of law enforcement.
Transparency is a current trend.
Unified communication center
Interoperability of communication systems
Improved state advertised/county involvement in VIPER system
EMS needs more units, personnel and bases to handle demand
Uncontrolled wildlife due to abandoned properties
Street cleaning ice/snow
Vehicle safety on roads
Much, much needed is traffic management in Saxapahaw near Hawbridge and where residents walk
Help for the villages/unincorporated areas
Sidewalks in our rural areas would make a small but contributive area of county safer for residents/guests
River cleanliness
Sheriff to come talk
Continued emphasis on drug transportation and dissemination
Public safety for all citizens
Big scary trucks
Large trucks on Saxapahaw Roads
Sax-Beth Church Road
Need more ambulance services
Growth in Southern Alamance

Vocational focus for ACC and high schools
Encourage unified voice to advocate on behalf of excellence in education
Invest in education
Get young people involved in community input sessions (this effort and others)
Actively promote excellence in education
Need more public transportation to educational facilities (ACC)
Go with growth, etc.
Overcrowding
ACC blue collar trades
Basis for all the rest
What about teaching farming?
Over testing
Teacher pay (?)
Community input into new high school and redistricting
Property taxes too low
More collaboration
Better communication with citizens
Better schools = better teachers = better pay
Underpaid teachers
Commit support for teachers
School system that attracts and retains families
Decaying school infrastructure partially fixed by bond referendum
Education seen as key to economic development
Investment in schools and smaller class sizes

More education and advertisement about opportunities
Teacher salaries & retention
Charter school student selection
Overpopulated
Lower student/teacher ratio
Competitive pay with surrounding systems
Decrease size of administrative personnel with little/no experience
Long term planning for new construction
Schools drain our children ("suck the life out of them")
New leadership in schools.
Engaged School Board
Continue to build partnerships between/among ACC/ABSS/Elon College
Alamance Achieves
Open use for schools
Work ready initiatives
Teach & use technology to give student understanding & skill set to adapt to changing job market
Community based GED classes
Internships available at ABSS
New AATC (industrial programs) at ACC to open in summer, 2017
Momentum and leadership and creativity from new superintendent
Development of teacher base and use teachers as civic and social leaders

Proposed \$150M bond issue for ABSS
SPLASH (Span. Immersion) program gives parents options
3 charter schools
Bilingual preschool (Holy Comforter)
Addressing needs of pre-school (strive together for 1-5)
School system's strategic plan to create nationally recognized programs
Growth of Elon University (+/-)
Public libraries positioning themselves to be more educational; partnering with educational institutions
Career and technical Education center
Offering better pay to keep workers and be more competitive
Need to update facilities to accommodate current technology
Encourage and develop additional industry partnerships
Grow apprenticeship opportunities
Somehow build on ACC's access to the Haw River
Opportunities for upkeep and maintenance of schools to improve morale of students and teachers
Less control, more participating

Rezoning for school population distribution
ACC's new applied technologies center
Expand ACC
Set target of 2025 for number of associate degrees awarded
Employ resources to help underrepresented to earn associate degrees
Revitalize BMOC by developing centralized locations for Continuing Ed. Programs in the multiple empty buildings
Physical Therapist Assistant curriculum at ACC?
Connect NC Bond
Nutrition programs and education
Public libraries' services should be marketed/advertised so as to be better utilized by more people
Funding
Lower barriers
High school college prep program
Overcrowded school
Teacher/student ratio
ACC
English as second language
Literacy - GED, AHS
Adult high school
Online degrees at ACC
Access to services
Public access to books
More and better books; better desks; clean up schools; updated facilities

Saving money through creation of Charter schools
Progressive superintendent
Looking at redistricting
Renovating existing schools
Make education a priority to help attract more funding
Attracting a teaching force that is dedicated to the job
ACC is an asset to county
People come here
Good recruitment
Econ. Dev. - hard to find qualified workers
Looking at new solutions for issues
Value education
Broadband access
You get what you pay for
Need more schools
Organ./planned growth
Better quality schools
Support ACC
ABSS vocational options
ACC
Can graduates stay in the area?
Schools and real estate
Classroom disruption
Great teachers, need our respect
What's happening to Pleasant Grove School?
Proper compensation
Raises and promotion system
Attractive to new residents if schools are good
Leadership structure
Keep kids in own school zones
Attendance zone address verification?

Traffic congestion at pick-up/drop-off
Diversity in schools
Pedestrian access to schools
Drive to create world class school system
Technical school training at ACC and partnerships with local businesses
Support for redistricting
Access across county for opportunities
Endeavor to become national leader in schools
NC Connect funding – good start to funding community colleges
State and local government investing more in schools, helping to attract businesses (middle/upper class jobs) à researching other communities
Compensation for teachers needs to improve to keep them here
Diversity within staff of schools to represent population
Funding of public schools à helping commissioners to understand how the schools are rated, why they are receiving those ratings?
Frustrated with the extravagant salary of the new superintendent
Alamance Community College
Making sure every child can read by 3rd grade on grade level

Haw Bridge School
River Mill School
Pay/benefits/support - more competitive with surrounding counties and states
Make sure we are training and educating for the jobs that are out there
Tutoring is a need
More coordination between those with education and those without
ACC active outreach for internships and job placement in to local businesses
Schools - needs more money
Don't lose citizens for whom education is top priority
Better pay for teachers
Updated facilities development
Impact fees for education
Address homelessness
Marketing, publicize events and opportunities
Capitalize on great diversity of people and cultures
Need for more affordable housing;
Collaborative nature of non-profits-good at working together; passionate population that expresses themselves peacefully-ex.
Confederate Flag Rally and Gay Pride Rally
Collaborative nature of non-profits-good at working together; passionate population that expresses

themselves peacefully-ex.
Confederate Flag Rally and Gay Pride Rally
Need for more affordable housing;
Homelessness. What's being done? (Marketing? Infor dissemination?). Share information
Hunger, food deserts.
Establish a farmer's market in Burlington
Advocacy at the state and national level
Improve housing standards
Training in technology is lacking
Take community forums throughout the county
Bringing West and East sides of Burlington to participate together
Focus on early intervention for kids
Curtail drug use
Very active civic groups
Match active retirees with kids that need tutors/mentors
More appropriate/stable/affordable housing
Civic center to attract folks into the county
Non-profits' struggling need consideration for county funding
Affordable housing
Access to county college education
Public transportation

Quality day care for economically disadvantaged
Elder care for growing older population
Strive program through Impact Alamance to bring together local agencies in coordinated effort to support children cradle to jobs
Need to focus community
Free transportation to ACC from various points in county
ACC is one of the best opportunities people in the county have to achieve educational and career goals
Mental health resource awareness
Family activities
Free fitness programs
Access for services
WIC policy
Bullying
Immigration
Human trafficking
Lower barriers
Social security for elderly
Awareness of services
Expand local food options into hungry areas
More coordination of volunteer opportunities
More affordable housing options
Better coordination of services for people with disabilities
Expand and offer more information to citizens
More free or low cost creative opportunities for residents, e.g., art, dance

Gather input from all races, classes, walk of life
Focused outreach and embracing of the new diversity of the county
Offer safety net for lower income citizens in emergency situations
Law enforcement needs to be involved in the community
Food deserts
Speak up
Un/underemployment
Income inequality/concentrations of poverty (everywhere)
Food pantry/closets
Poor housing quality (substandard)
Embrace the diversity, but need figure out how to make it work
Plan to go forward
As an employer, represent population
Public outreach
Minimum housing standards
More community activities
Broadband access
Are we the kind of place you want to grow up and stay here?
Retirees
School disruption
Parental resources
JPA
Parks availability
Get youth involved in all systems
Engage with citizens

Engage with religious communities (?)
Day care - adult/child, in home for adults, long term care, parks and rec role?
More fast food here than anywhere
Engagement: How do we reach people, how to we convince it makes a difference?
Same folks usually involved
Family support system
Need for health care w/out leaving the county
Services for seniors
Affordable housing
Agriculture/tourism/farm-to-table
Underpaid county employees
More transparent government
Enhance and encourage access to health care by mobile and community centers
Lack of addition services; more prevention programs
Promote respect among citizens regardless of background, race, gender, and ethnicity
More inclusive community
20 or so churches are involved in a Racial Reconciliation Initiative, white and black churches are dialoguing, pulpit exchange and worshiping together
Homeless; families with children; 800 children

identified as unstable in their housing; veterans
Other communities have eliminated homelessness for veterans; housing in permanent situations
Drugs
Mental health
Senior citizens: adult protective services, exploitation, safety, adequacy of housing
Human trafficking
Increasing services
Affects all groups
Access to healthcare
Food insecurity is an issue for many
Need tennis courts
Dog Park
Bike trails
Culture mill
Older population
Makers at Jordan Elementary
Underutilized resources
Finding a way to connect disparate voices and bring new faces to the table for visioning
Making community connections more intentional - especially with groups that are less engaged
Embrace people of all backgrounds
Health clinic
Engaging Latino population and farm workers
Options for nutritious food and access to open air/nature/play

Bring community together to work together more
Collaborative efforts to bring awareness and education
New grants for health and social issues

Community cohesion and upward mobility
Access to health clinics/care
After and before school care
Access to quality care for children
Minimum housing for county

Health facilities needed
Engage minority populations
*wildlife conservation as a strong addition to all of these areas and garnering public support for wildlife conservation

Third Question: 30 Years

Development of areas	Known for its historical sites, nationally and internationally
Rundown areas incorporated into community and fixed	Larger lot sizes
Good growth infrastructure	Look ahead
Parks and trails	Maintain rural areas
Protect Haw River	Nature greenspace and history of the county
Revitalize East Burlington	Open spaces
The planning process	Our deep history
Water supply/quality water	Parks
Well thought out growth	Plan ahead, be proactive
Affordable (for elderly and disabled) housing	Planned growth
Green areas	Preservation
Land Assets	Preservation of rich and strong history
Natural resources	Preserve history of the county
Open areas/balance (including farms)	Preserve natural/open/green spaces
Farms	Preserve open space
Haw River	Preserve the health of the environment
Revit. old buildings to get history and maintain natural resources	Preserving open space and identifying new open space for community. Green space creation and strategic placement for long term sustainability.
Absorb what comes in and is able to maintain its identity	Protect farmland and green spaces
Access to natural resources	Protect our natural resources and special places we have in county as we embrace future growth
Agriculture	Protecting environments for people and wildlife
Agriculture and farm land preservation	Quality growth
Balance of growth/green/sustainable	Quality of life
City planning	Renovations of local buildings
Econ. dev., but good corporate citizens	Retain small town feel with good public safety, but with growth
Encouraging a sustainable future	Streams and rivers and water
Environment to attract businesses and balance with agriculture	Support controlled growth, being strategic
Farmland	Uniqueness of character of the county
Find and maintain balance of regulation/non-regulation, growth with balance	Vacant buildings for small businesses
For growth, but controlled	Water conservation to protect wells, streams, farms
Green areas, farming	Zoning
Green spaces/rural	Economic Development
Growth	Expansion of small businesses (co-op, etc.)
Historic sites	

Able to attract more businesses and families with diversity
Businesses
Economic development
Job opportunities
Economic growth and development
Able to recruit and retain technologically-adept workers
Balance urban and rural
Broaden economic development strategies beyond industrial recruitment
econ. dev. Enhanced-opp. to Alamance County
Educational/job opp.
Grandkids farming here/local food
Growth/economic development
Mindfulness of local businesses
Regional mentality rather than town silos
Respecting local autonomy, making local produce available
Robust job growth
Small farms drive community
Stable economic base
Sustainable organic food expansion
Technology for farming
Participation in this process
Collaborative climate and nature of the county especially as nationally we become more polarized. Keeping collaborative efforts locally
Continue dialogue
Continue relationships together as they add to social change. Improving the county through social improvement and collaborations
County officials represent whole county
Educate people to resources available.
Education on what the community needs and how local government and community can support the needs of the community.
Educating people to resource available to connect public to nature.
Everyone has a voice
Expansion of arts programs and appreciation

Greater participation
Integrity of County Government à see a different group; diversity in county staff
Keep engagement high
Keep the great while making it better
Keep with plan for kids/grandkids to stay here
Keep/improve facilities
Positive energy of community and support of councils
Sticking to the plan created today. Follow through with the plan and continue to open dialogue
Taking time to take this step for the community
Talking about future and not putting worry on the past
Using strategic plan to develop focus and guide spending
Voices
Infrastructure
Parks and recreation
Water
Beautification of Alamance County/quality of life
Bus system
Connecting neighborhoods and cities through active transport, especially to parks and social centers
Greenways and green space, bike trails
Healthy food
Increasing connectivity (biking and sidewalks)
Internet
Internet/cell phone
Landfill needs recycle/up cycle space
Medical services
Network of public transportation
Off-fossil fuels/more open space
Outdoor activities
Parks/rivers protected
Promotion and investment in built environment projects
Trails

Trails
Trails and connectivity of trails. Educating public on use of and availability of transport
Trails/ wonder/ nature/ discovery
Transportation
Transportation and connecting one end of county to the other
Transportation options
Water
Safety
Safe neighborhoods
Safety
Increase job skills
Education
Excellence in Schools
Libraries
Supporting Children
Public education
Revit. K-12 - high priority
Education focus (K-12)
Schools are a positive model for rest of state
Strong schools and library
Schools
ABSS and the public school system
Commitment to quality schools
Commitment to quality schools
Educated youth
Education and cradle to career initiatives.
Getting kids ready for kindergarten
Education system
Educational opportunities
Local/school/library
Schools
Technical education
Things that benefit children.
Expanded and sustained services for elderly
Community
Cultural arts
Health
Social issues
Way of life

Absorb culture/maintain identity
Care for children and elders; good daycare/preschool and senior care
Community spirit of Alamance County
Cultural diversity; respect for one another
Diverse population; inclusiveness of community
Diversity of people
Encouragement of folks to get to know one another (values, worth, ability)
Grow with embracing of diversity
Harmonious, diverse community
Identity
Integration/diversity
The less fortunate
Intentional diversity
Love of community
Preserve arts/culture
Quality of life
Support res. Needs
Thriving community
Vibrant, lively, well-educated and paid county
Volunteer spirit
I'm good
Food access. Healthy local food is accessible

Appendix E

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

Appendix F

Alamance County
Planning Board Draft: Mission and Vision Statements
With 7 Draft Strategic Plan Categories



The Planning Board recommends the following Vision Statement for the County:

Alamance County will strive to provide opportunities for all of its residents while balancing respect for our rural heritage and well thought out growth and development.

Alamance County will be a place that provides the best in public service, promotes a thriving economy, and fosters a cohesive community to all who call it home.

The Planning Board recommends the following Mission Statement for the County:

Alamance County ensures that it can provides its citizens with quality public services, the tools for successful economic development, and a responsive, transparent government that supports the community as a whole.

The Planning Board recommends the following Strategic Plan titles:

Envision Alamance

Advantage Alamance

Or Envision the Advantages of Alamance

Alamance County
Planning Board Draft: Mission and Vision Statements
With 7 Draft Strategic Plan Categories



The Planning Board recognizes the following as the most significant community issues and recommends that our Strategic Plan target the following:

- 1. Agriculture**
- 2. Collaboration, Cooperation, Communication**
- 3. Population and Diversity**
- 4. Education**
- 5. Growth, Development, Conservation & Connectivity**
- 6. Public Safety**
- 7. Government Accountability and Resources**

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, agri-business (distribution and logistics), farmer's markets, and organic food expansion
- Rework the VAD (Voluntary Agriculture District) requirements
- Technology and training
- Review Public Health initiatives and policies that include food assessments and food collaborative, and use policy to strengthen

Alamance County
Planning Board Draft: Mission and Vision Statements
With 7 Draft Strategic Plan Categories



2. Collaboration, Cooperation and Communication

A well planned guide that demonstrates a commitment to work closely with other jurisdictions in order to create efficiencies for services and programs, and the free exchange of information between citizens and their leaders.

Community Goals:

- Coordinated governance, leadership, transparency, communication and continuity for strategic growth from a regional perspective
- Regular review of strategic plan objectives that clarifies roles, increasing the engagement of the public with their elected officials and county staff
- Communication and marketing plan that illustrates intended actions
- Deliberate engagement of the appropriate representatives

3. 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
- Cohesive communities with progressive leadership, willing to learn about changing cultures and influx of non-native Alamance residents

4. 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 facilities

Alamance County Planning Board Draft: Mission and Vision Statements With 7 Draft Strategic Plan Categories



- Expansion of school support programs, ACC, public libraries, internship and mentoring opportunities with local businesses that encompasses happenings in the community
- Create work ready initiatives with a vocational and technical focus to give students the skill sets to adapt to changing job market

5. Growth, Development, Conservation & Connectivity

Planned growth that reflects Alamance County's heritage and blends a thriving economy and inclusive, supportive infrastructure with beautification, revitalization and protection of green spaces and natural resources; to attract, retain, and enhance active lifestyles that tap into underappreciated resources.

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
- Support a network of connectivity balanced by development impacts through public transportation, improved sidewalks and biking that links to educational facilities, hospitals and libraries
- A cooperative of social and recreational support that extends a high quality of life safe from harm; fair wage employment for service providers and opportunities for youth and elders to create a healthier atmosphere
- Provide a stable economic base for all businesses by providing a well-trained, fairly compensated workforce that reduces expensive turnover; policy incentives to encourage new business (including small business)
- Quality health care services and housing that address income inequality, food insecurity and homelessness
- Review 2020 Parks Vision Plan; expand and extend Parks and Recreation/Healthy Alamance programming and connect to a vibrant agricultural community

Alamance County Planning Board Draft: Mission and Vision Statements With 7 Draft Strategic Plan Categories



- 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

6. Public Safety

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

Community Goals:

- Develop innovative and harmonious practices, recognition and fairly compensated support of all County employees and emergency response teams (EMS, Fire, Sheriff)
- Invest in a regional training facility for all public safety officials that will support residential and industrial growth
- Promote proactive relationships in the community to create and protect safe neighborhoods; improve visibility and trustworthiness of law enforcement
- Continue to fight drug transportation and dissemination, gang activity, and general crime.

7. Government Accountability and Resources

To promote integrity in County government by embracing diversity and awareness in staff, celebrating accomplishments, and bridging citizen input from a "whole-county" perspective for safe environments

Community Goals:

- Reduce turnover of personnel by increasing wages and appreciating all public sector employees
- Find balance between a need for revenue and more services versus a low tax rate