



Alamance County  
Strategic Plan

# VISION ALAMANCE

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2018-2023

*Adopted by the Alamance County Board of Commissioners on 8-6-2018*

# Alamance County

Committed to Good Government

## Mission

Alamance County effectively provides its citizens with high quality public services, the tools for successful economic development, and a responsive, transparent government that supports the community as the preferred place to live, work, and play.

## Vision

Alamance County is a cohesive community with a thriving economy that balances respect for our rural history with thoughtful growth and development.

## Core Values

### Respect

We treat everyone with politeness, dignity, and compassion at all times.

### Golden Rule

We treat others as we would like to be treated. "Be Nice."

### Honesty

We will be fair and straightforward, acting with integrity in all situations.

### Commitment

We will serve the citizens of Alamance County with fairness and equity.

### Accountability

We are responsible for all our actions and interactions with each other and the public.



Photo Credit to Ron King



Photo Credit to Ron King

# Introduction

Alamance County government serves approximately 155,000 residents within fifteen communities in diverse areas throughout the county by providing an array of services ranging from public health and safety to culture and recreation.

Because county government provides services and resources that meet the evolving needs of the community it serves, the Alamance County Board of Commissioners deemed it important to enact a strategic planning process. The following strategic plan identifies the vision and priorities that will help to guide county management and departments as they formulate operational objectives over the next five years. This plan seeks to provide the necessary steps to create an innovative and dynamic government that is prepared to take advantage of new opportunities while honoring the strong values and identity that make Alamance County a special place to call home.

## Action Pillars



### **Preserving Agriculture**

A vibrant, protected rural economy supporting locally owned and operated farms.



### **World Class Education**

A commitment to world class education to encourage a prosperous community and individual success for all from cradle to career.



### **Smart Growth and Development**

Planned growth that strikes a balance between a thriving economy and an appreciation of natural and agricultural resources.



### **Public Health and Safety**

Develop and implement activities that provide for the well-being of all citizens in a responsive, respectful, and engaged manner.



### **Government Accountability and Resource Management**

A commitment to provide leadership through innovative and effective management. Promote trust by providing transparency, openness and appreciating citizen concerns.

# Preserving Agriculture

To create a culture in Alamance that values agriculture and supports our local farming community

## Introduction

Alamance County has a rich agricultural history, and county leaders understand the value in preserving this history and supporting the agricultural community. Our goal is to help the greater community recognize that the preservation of agriculture directly benefits the county by providing economic stability, increased employment, and environmental benefits all while retaining the cultural characteristics of Alamance County. Thus, we believe that a county-wide and county-led approach to supporting agriculture is important.

## Promote Awareness

Alamance County is committed to a plan of sustainability that harnesses focused efforts required to educate the community of the benefits of farming and access to fresh and local food. County leaders acknowledge the value in preserving our agricultural heritage and natural resources in the county.

### *To accomplish this, Alamance County will:*

- **Provide education** about the historic, economic, and cultural effects that agriculture and local farming have in the community
- **Provide resources, services, and programs** that connect local farming to the greater non-agricultural community

## Support Local Farmers

Preserving agriculture requires a proactive approach that focuses on deliberate strategies to ensure long-term success. This involves

many layers of collaboration between Alamance Government and stakeholders within the local food and farming community.

### *To support local farmers, Alamance Government will:*

- **Support local food and farming initiatives** that are consistent with the County's goal of preserving agriculture
- **Connect farmers** to training and educational programs as well as value-added resources associated with agriculture
- **Develop and implement land use ordinances** that benefit agriculture and contribute to continued development
- **Identify sources of funding and opportunities** that support local farming and farmland preservation



# PRESERVING AGRICULTURE INDICATORS

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- Report and monitor agricultural trends (number of farms and acreage, production of crops, and farming revenue)
- Evaluate the impact of services, programs, and opportunities offered to farmers
- Track the number of people who attend agricultural educational programs
- Report the number of applicants that request funding from the Farmland Preservation Program

## INITIATIVES

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**Present Use Program:** Yearly investment of approximately 2.2 million dollars from the present use taxation program (voluntary tax relief program for farmers, timber growers, and horticulturists)

**Voluntary Farmland Preservation Program:** Landowners can qualify for inclusion as a Voluntary Agricultural District which helps to protect and restrict non-farm use or development

**Farmland Preservation Fund:** Annual funds provided by the County for permanent farmland preservation

**Buster Sykes Farm Project:** Donated farmland that provides hands-on learning opportunities for farming

**Educational Opportunities:** Variety of agricultural programming and resources available to all ages (includes: Alamance County 4H, Envirothon, Farm to Table, Master Gardeners, Foxfire Programs, etc.)



# Smart Growth

To plan for growth that strikes a balance between a thriving economy and an appreciation of natural and agricultural resources

## Introduction

Alamance County is committed to planning for growth while striking a balance between a thriving economy and an appreciation of natural and agricultural resources. It is our responsibility to support a sustained and focused effort for industrial investment, job growth, entrepreneurship, and opportunities that will contribute to economic benefits and sustainability.

Our priority is to carefully balance collective interests with the individual rights of residents in providing a livable and desirable community for all.

## Preserve

We are committed to providing an environment that offers natural open spaces where residents can appreciate and enjoy the outdoors.

***To accomplish this, Alamance Government will:***

- **Protect, acquire, and maintain** undeveloped areas in the County that have significant recreational, historic, and/or natural features

## Promote Development

Smart growth and development requires a proactive approach that seeks opportunities that will benefit the community while preserving the distinct characteristics and values that make Alamance County home to so many.

***To support economic development, Alamance County will:***

- **Identify** the current status of land use, transportation, commercial and population growth, and economic development in preparation for the future
- **Support development opportunities and workforce programs** that contribute to positive economic sustainability and growth

## Collaborate

We understand the value in working with our community and municipal partners to help guide growth in order to move forward in creating a strong economic and sustainable community.

***In order to collaborate effectively, Alamance Government will:***

- **Engage with residents and municipalities** to understand their diverse perspectives and needs in order to address priorities that will help guide growth and development.



# SMART GROWTH INDICATORS

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- Analyze trends of land use, commercial and population growth, and economic development
- Report the number of park acreage
- Track job growth and investment dollars of business expansion and investment
- Track quality of life services that include access to internet and transportation
- Measure how population growth impacts school needs and county services
- Track median household and per capita income

# INITIATIVES

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**Parks Comprehensive Plan:** Implementation of goals and objectives within the Alamance Parks Plan

**Public School Growth Plan:** Determine the impact of growth on facility needs for the public school system

**Economic Development Plan:** Develop strategies to support infrastructure and develop our workforce in order to maintain a strong quality of life for our citizens

**Attracting Quality Businesses:** Maintain a business-friendly environment with the opportunity for businesses to develop and expand into our community

# World Class Education

To commit to a world class education that encourages a prosperous community and individual success for all ages

## Introduction

Alamance County understands the importance of education as the foundation for personal success and achievement, economic growth, and increased civic engagement. Residents of all ages should have access to high quality educational programs and resources that meet their individual development goals for learning and growth.

Alamance County also recognizes that education improves the quality of life and contributes to economic prosperity. A culture of education will have a long-lasting, positive impact in creating an empowered community of residents that achieve successful employment and become productive and responsible members of our community.

To ensure a world class education is accessible to residents, Alamance County will continue to support and expand educational opportunities that align with our identified target areas of preserving agriculture and promoting health and safety. Alamance Government is also committed to supporting the infrastructure and strategic needs for the Alamance-Burlington School System and Alamance Community College.

## Partner

We partner to support a world class education which involves everyone in the community working together to invest in the future of Alamance County.

***To leverage the most impact for supporting world class education, Alamance Government will:***

- **Maintain strong relationships** with Alamance Community College and the Alamance-Burlington School System to participate in cohesive educational programming
- **Collaborate with community partnerships and support organizations** in order to work with county departments in providing resources and services that address current educational issues and challenges
- **Increase awareness** of educational resources and services offered by county departments
- **Support and expand access** to cultural, educational, and recreational pursuits and interests to residents



# WORLD CLASS EDUCATION INDICATORS

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- Track the benchmark indicators as used by the Department of Public Instruction and by Alamance Achieves (Child Health & Wellbeing, Kindergarten Readiness, Early and Middle Grade Success, High School Graduation, Post-secondary Entry and Graduation, and Employment)
- Monitor per pupil spending to identify correlation between spending and student success
- Identify key indicators to prioritize spending on school facilities

# INITIATIVES

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**ABSS and ACC Strategic and Operational Support:** Establish financial goals for targets for long-term support of ABSS and ACC strategic and operational needs

**Partnership Development:** Strengthen relationships with ABSS and ACC for facility planning

**County Educational Programs:** County programming that targets specific needs and populations as support to traditional educational programming. Examples could include the following:

- Every Child Ready to Read Program offered at Alamance Libraries
- Health Department Initiatives include Triple P - Parenting Program, TOP - Teen Outreach Program, etc.
- Social Services partners with individuals and families to achieve success, permanence, and safety through programs, services, and personal assistance
- School Resource Officers prevent juvenile delinquency through close contact and positive relationships with students
- Educational programs offered by the Soil and Water Department, Cooperative Extension, and Parks Department

# Public Health and Safety

To develop and implement activities that provide for the well-being of all citizens in a responsive, respectful, and engaged manner

## Introduction

Alamance County is committed to providing services, resources, and programs that contribute to a safe and healthy community. To accomplish this, we have developed a two-fold strategy. First, we are committed to being proactive in anticipating future needs and issues while providing strategies and plans to mitigate any negative impact to the community. Second, we plan to be responsive to current trends as well as individual needs that arise.

Ultimately, our focus is to create a safe community where law enforcement and emergency responders provide a high level of service and protection to county residents. In addition to these preparedness and response goals, we also want to encourage a healthy lifestyle by providing access to recreational and health related programs and services.

Providing a healthy and safe community for residents requires a comprehensive approach implemented through strong partnerships with community agencies and organizations. We believe our approach based on prevention programs, effective response services, and increased opportunities for health and wellness best fulfills the needs of Alamance County.

## Provide

We understand the importance in providing a safe environment and promoting a healthy lifestyle.

### *To support this, Alamance County will:*

- **Provide opportunities** for residents to improve their physical and mental health through activities and the built environment
- **Provide prevention programs and services** that reduce crime and increase safety
- **Expand and increase access to public health and safety services** that benefit our most vulnerable populations

## Respond

We are committed to comprehensively providing proactive and effective assistance during disasters and emergencies.

### *In order to respond effectively, Alamance Government will:*

- **Collaborate with partner agencies** in order to effectively respond to health and safety-related issues
- **Implement best practice processes** to prepare for emergencies or respond to health and safety-related issues.

# PUBLIC HEALTH AND SAFETY INDICATORS

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- Track health indicators: (may include: obesity rate, infant mortality rate, pre-term birth rate, etc.)
- Track crime indicators (number of property crimes, aggravated assaults, 911 calls for crime-related incidents)
- Track emergency response indicators using generally accepted benchmarks
- Collect the number of prescription drugs at community prescription drug drop off events
- Annual Report for the Stepping Up Initiatives indicating effectiveness of program

# INITIATIVES

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**Parks Expansion:** Increased access to trails, parks, and recreational activities

**Community Assessment:** Health Department and partners continual work to identify health risks, priorities, and social determinants within the County

**Justice Advisory Council:** Provides oversight for the criminal justice continuum in a comprehensive, community-based and cross-discipline approach as it responds to issues that require a community response including domestic violence, human trafficking, mental illness and detention, and other justice related issues

**Social Safety Net Services:** Promotes awareness of programming for vulnerable populations

**Stepping Up Initiative:** Working to reduce the number of people with mental illness or co-occurring and substance use in jail with a focus on prevention, support, and treatment

**Emergency Response and Preparedness Planning Team:** Promote training and awareness to improve responsiveness

# Government Accountability and Resource Management

A commitment to provide leadership through innovative and effective management. Promote trust by providing transparency, openness, and appreciating citizen concerns

## Introduction

Alamance County promotes effective management and encourages innovation in order to be a high performing organization that offers quality services and resources to our residents.

Our goal is to increase citizen satisfaction and further engage with the community in order to meet their needs while promoting trust and accountability to those we serve. Alamance Government is committed to excellence and responsible participation with a customer-driven focus on results.

## Effective Resource Management

In order to improve customer service and provide residents with efficient but high quality services and programs, Alamance Government must value employees and effectively leverage resources to improve processes and service delivery.

***To accomplish this, Alamance Government will:***

- **Recruit and retain** qualified and high performing employees
- **Develop internal practices** that improve services while promoting a safe, positive workplace within County Government
- **Improve processes and implement efficient and effective practices** that focus on the customer experience and the wellbeing of those we serve
- **Analyze facility needs** to ensure space and services meets both our customer and employee needs

## Engagement and Communication

Alamance Government values community concerns and feedback and is committed to finding ways to work with residents in order to find solutions that address county issues and needs. We believe that collaboration and communication will help to promote accountability and trust and will lead to informed decision-making.

***To increase engagement and communication, Alamance Government will:***

- **Increase effective communication** about County news, programs, resources, and services through multiple channels that reach our diverse population

# GOVERNMENT ACCT. & RESOURCE MANAGEMENT INDICATORS

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- Track the percentage of employee retention and direct and indirect costs of turnover
- Track the percentage of employees who are satisfied working for Alamance Government
- Track the percentage of residents who are satisfied with county government services
- Report standard finance metric indicators that include: liquidity (quick ratio), solvency (fund balance as percentage of expenditures), and leverage (debt as a percentage of assessed value)

## INITIATIVES

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**Communication:** Provide effective ways for County Government to communicate with residents including: Local Government Access Channel content, social media information, County Resident Newsletter, website, etc.

**Community Civic Engagement:** Includes programs that focus on government education and civic involvement (Citizens' Academy, County Government Academy, Department Community Presentations)

**Employee Engagement:** Employee trainings, workshops, and services that develop and support employees and promote of culture of excellence

**Facility Planning:** Complete and implement a comprehensive facilities plan

**Network and Information Systems Security:** Proactively working to identify solutions and response tactics to mitigate or prevent cybersecurity attacks