



---

# 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	83%
10. Parks and Recreation	6	5.5	92%
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%

## **1. Preferred Development Pattern**

*Achievement Score: 0.5 of 4 (12.5% complete)*

- a. Consider adopting *water and sewer extension policies* that work with municipalities to direct new growth and development to locations within or adjoining existing urban areas.

*Although the Planning Department has participated in a number of Community Development Block Grant (CDBG) projects over the years, there are no current policies or plans in place to address this recommendation. Water and sewer extension is an issue handled by local municipalities, as the County does not control these systems. The County has, however; collaborated with municipalities regarding identification of water/sewer needs and seeking funding for areas outside of municipal boundaries, but these are not formalized.*

*In 2007, the Planning Department, in coordination with the Piedmont Triad Regional Council, completed a Land Development Plan that also recommended that water and sewer be limited to a well-defined urban growth area with limited extension to those areas considered rural or designated as conservation areas. It is not clear at this time that any policy was developed or adopted to address these issues. The Planning Department does not have any further plans to address these issues at this time.*

- b. Consider adopting new development standards that provide for greenspace developments as an option to typical large-lot single-family development.

*The Land Development Plan (2007) had the stated intention of:*

- *Encouraging new types of development and greater creativity in meeting community needs.*
- *Encouraging open space, greenways, trails and sidewalks.*
- *Examining the relationship between new development and the strain it places on public infrastructure.*
- *Preserving farmland and open space.*
- *Maintaining a clear distinction between urban uses (the “city”) and rural uses (the “county”).*

*In 2013, the Planning Board gave staff permission to finalize research related to “Rural Preservation Subdivision” regulations. These types of subdivisions allow for homes to be placed in a concentrated area to allow for the preservation of open space or agricultural uses around the homes. The Planning Department has developed conceptual rules to provide a framework for these types of developments and staff is continuing to explore how to best implement these regulations. Staff is also researching the effects of the*

*Jordan Lake Rules and Environmental Health requirements on these types of subdivisions.*

- c. Consider adopting new development standards that provide for front porch neighborhood development as an option to typical large-lot single-family development.

*The County has not adopted development standards.*

- d. Consider zoning those parts of Alamance County that are experiencing the greatest development pressures. Include opportunities for compatible mixed-use development.

*The County has not adopted zoning regulations.*

## **2. Agricultural and Rural Area Preservation**

*Achievement Score: 2.5 of 3 (83% complete)*

- a. Consider carrying out all actions identified under Policy Section 1 above, so as to encourage a *town and country development pattern*, more compact growth, and to preserve open space and prime agricultural land.

*In 2013, the Planning Department "Rural Preservation Subdivision" regulations would address some of these issues; however, the recommendations have not been adopted at present. The Planning Department is exploring how to best implement these recommendations in cooperation of the Jordan Lake Rules and Environmental Health considerations.*

*In October, 2007, the Alamance County Voluntary Agriculture District Board Adopted an Agricultural Land Use Plan that outlined methods supported by the agricultural community in order to meet these goals.*

*Additionally, there are other programs currently in place including the Alamance County Farmland Preservation Program (last amended in 2009) and tax relief program through the "Present Use Valuation."*

- b. Consider greater support and public education to strengthen and expand the county's agricultural preservation district program.

*The Soil and Water Conservation Department is currently exploring ways to collaborate with other entities to strengthen and provide better support for those wishing to take advantage of the preservation district designation. The Soil and Water Conservation Department currently provides education through the following activities:*

- *Conservation education programs including tours and field days to schools and civic groups.*

- *Honoring a county Conservation Farm Family*
- *Sponsoring and assisting county High School and Middle School Envirothon Teams.*
- *Sponsoring a Soil and Water Conservation Poster contest.*
- *Sponsoring and assisting the Chamber of Commerce with Agri-business Banquet, Farm-to-Table Program and Leadership in Alamance Program.*
- *Promoting Urban Conservation by having a “Backyard Conservation Week” that includes a tree seedling sale.*

c. Consider encouraging the County School Board to place new schools in locations that will facilitate urban infill development and compact growth, rather than suburban expansion, sprawl and consumption of farmland.

*The Alamance-Burlington Board of Education adopted a Strategic Plan in 2014 that includes Goal 3, a Written Five-Year Facilities Plan that “...prioritizes maintenance needs, safety upgrades, detailed aesthetic improvements, and modernization of facilities and infrastructure. This plan will be coordinated and linked to the master plan for specialized programs (Goal 2) and world-class teacher working conditions (Goal 4) and will be shared with the community.”*

### **3. Housing and Neighborhood Development**

*Achievement Score: 2 of 14 (14% complete)*

a. Consider establishing a new minimum lot size category that encourages something closer to true rural development, i.e. lot sizes no less than 5 or 10 acres. This would be in addition to, rather than in place of, other minimum lot size options.

*The County has not adopted any changes to the Alamance County Subdivision Ordinance at this time.*

b. Consider working with municipalities to encourage more areas for smaller lots (i.e. < 8,000 sq.ft.) and compatible mixed uses close to existing urban areas where water and sewer services are available.

*The County has not currently addressed this item. However, it should be noted that the development pattern in many municipalities is beginning to favor dense, urbanized development as housing style tastes change.*

c. Consider amending the County subdivision regulations to curtail the proliferation of residential lots stripped along public highways. This would include correcting the provision that inadvertently encourages 30,000 square foot lots along highways compared to 1-acre lots on private roads.

*The County has not made any such amendments to the Subdivision Ordinance.*

- d. Consider amending the County subdivision regulations to curtail the use of flag lots along major highways, except under truly extenuating circumstances.

*In 2007, the Alamance County Land Development Plan recommended changes to the Subdivision Ordinance to address this issue. The County has not adopted any changes to the Subdivision Ordinance at this time.*

- e. Consider amending the County subdivision regulations to reduce the use of private roads in residential developments.

*The County has not made any such amendments to the Subdivision Ordinance.*

- f. Consider amending the County subdivision regulations to allow for green space developments and front porch neighborhoods under specified conditions.

*The 2013 “Rural Preservation Subdivision” regulations would address some of these issues; however, the recommendations have not been adopted at present. The Planning Department is exploring how to best implement these recommendations in cooperation of the Jordan Lake Rules.*

- g. Consider offering incentives to, or requiring, developers to install sidewalks in housing developments.

*The County has not developed any incentives or development requirements for sidewalks at development.*

- h. Consider zoning certain areas of the County for doublewide manufactured homes meeting higher appearance standards (i.e. permanent masonry foundation, pitched roof and overhang, adequate entry porch, orientation to the street, etc.)

*The County has not adopted zoning, appearance standards, or minimum housing standards. The County does currently have a “Manufactured Home Park Ordinance” in place, but this applies only in organized parks.*

- i. Consider adopting a minimum housing code requiring, in part, that substandard and dilapidated structures, including mobile homes, be properly removed and disposed of. Consider initially subsidizing such disposal as a near term incentive to facilitate action by owners. (Also see actions under Policy Section 18)

*The County has not adopted a minimum housing code at this time or any ordinance to require the removal/demolition of substandard or dilapidated structures. The County does have a “Dead Storage of Manufactured Homes” Ordinance, passed in 2007. The Planning Department is responsible for enforcing the ordinance, which allows for civil penalties for failure to comply with notices of violation. The Planning Department also*

*participates in a grant program provided by the NC Department of Environment and Natural Resources that has provided funds to remove 28 abandoned mobile homes in 2012-2013 and is preparing to remove at least 15 more in 2014-2015. Most of these were removed at no cost to the owner.*

- j. Consider passing an ordinance that requires proper disposal or relocation of an existing mobile home before the issuance of a permit for a new manufactured home on the same lot.

*The County has not adopted any changes within the Subdivision Ordinance; however, the Watershed Protection Ordinance (revised 2013 to include Jordan Lake Rules) has limits requiring no more than 1 dwelling unit per acre in the Balance of Watershed and 1 dwelling unit per 2 acres in the Critical Watershed Overlay areas. Additionally, the County does have a "Dead Storage of Manufactured Homes" Ordinance, passed in 2007.*

- k. Consider allowing an accessory housing unit (carriage house, garage apartment, granny flat, accessory apartment) on a lot with a principal residence under specified conditions.

*The County has not adopted any changes within the Subdivision Ordinance; however, the Watershed Protection Ordinance (2013) has limits requiring no more than 1 dwelling unit per acre in the Balance of Watershed and 1 dwelling unit per 2 acres in the Critical Watershed Overlay areas.*

- l. Consider using zoning to prevent residential development from encroaching upon the airport and to protect prospective industrial development sites.

*The County has not adopted zoning. The County has adopted a Height Restriction Ordinance (1998) that applies to a defined area around the airport. In the last few years, the Airport Authority has been working with adjacent land owners to purchase land needed for runway and other airport improvements as needed.*

- m. Consider adopting an ordinance that prohibits the inappropriate use of manufactured or site built homes for storage, illegal occupancy or abandonment.

*The County has adopted an Ordinance Regulating the Dead Storage of Manufactured Homes (2007) which addresses these items for mobile homes. The Planning Department is charged with enforcing the ordinance. Additionally, in the last three years, the County has participated in a grant program funded by the state to encourage the removal of abandoned mobile homes at little or no cost to the owner.*

- n. Consider using zoning to encourage higher density housing to locate close to urban services, and convenient to shopping and employment centers.

*The County has not adopted zoning at this time.*



#### **4. Commercial and Office Development**

*Achievement Score: 1 of 9 (11% complete)*

- a. Consider using zoning to encourage commercial development to locate in clusters within existing town and community centers, rather than stripped along the highway.

*The County has not adopted zoning at this time.*

- b. Consider using zoning to prevent incompatible large-scale commercial development from encroaching upon residential areas.

*The County has not adopted zoning at this time.*

- c. Consider allowing compatible, residentially scaled and designed commercial development to be incorporated into new “village centers” within walking and biking distance of most of the homes in the development.

*The County has not adopted development guidelines to address this issue.*

- d. Consider using zoning to encourage commercial development in rural areas to locate at or near the intersection of two major roads, thereby allowing for access from several directions.

*The County has not adopted development guidelines to address this issue.*

- e. Consider adopting a sign ordinance that discourages overdone, cluttered, elevated signage in favor of less cluttered, lower height, tasteful signage.

*The County has not adopted development guidelines to address this issue.*

- f. Consider adopting standards for parking lot design that require (1) the placement of most parking to the rear or side of businesses and (2) adjoining parking lots to be connected.

*The County has not adopted development guidelines to address this issue.*

- g. Consider adopting minimum landscaping and buffering requirements for new commercial development.

*The County has not adopted development guidelines to address this issue.*

- h. Consider requiring that a minimum row of trees be left along the roadside right of way of special highway corridors when new commercial property is developed.

*The Heavy Industrial Development Ordinance (2011) requires buffering for any development included in the list of regulated uses. The County has not adopted development guidelines to address this issue for less intensive commercial development.*

- i. Consider using zoning to encourage the placement of office and institutional development as a buffer between large-scale commercial uses and residential uses.

*The County has not adopted zoning at this time.*

## **5. Industrial Development**

*Achievement Score: 1.5 of 3 (50% complete)*

- a. Consider using objective performance standards (measurable values) rather than general descriptors (clean, dirty) to quantify the level of environmental, social and economic impact when evaluating the types of *industries appropriate for Alamance County*.

*The 2011 High Impact Land Uses/Polluting Industries Ordinance restricts identified uses and requires certain site sizes and restrictions based on these uses. The 1997/2013 Watershed Ordinance also prohibits certain uses within the overlay areas and restricts the impervious allowances for commercial uses within the overlay areas.*

*It should be noted that many industrial land uses that impact the environment will be regulated at the state and federal level.*

*Economic Development is mainly spearheaded by the Chamber of Commerce for the County. They generally work with the County and the surrounding community to spearhead recruitment and respond to interested parties regarding possible development.*

*An independent group, the Alamance Economic Development Foundation (AEDF), also works to guide economic development within the County. Since 2011, the group has expanded a long running initiative called "Focus on Readiness," a multi-year campaign focused on attracting well-paying jobs, attracting capital investment, and providing income to benefit the community. The group has identified four goals, five program components and four measurable objectives for program success by December, 2016.*

- b. Consider using objective performance standards (measurable values) to rule out the placement of certain types of hazardous waste facilities in Alamance County.

*The 2011 High Impact Land Uses/Polluting Industries Ordinance restricts identified uses and requires certain site sizes and restrictions based on these uses. The 1997/2013 Watershed Ordinance also prohibits certain uses within the overlay areas and restricts the impervious allowances for commercial uses within the overlay areas.*

- c. Consider using zoning to locate and preserve appropriate land areas and sites (e.g. with rail sidings, highway access, water, sewer, natural gas, electric utilities, suitable soils and

topography) for future industrial and business prospects, and to protect such areas and sites from encroachment by residential uses.

*These types of activities are usually within areas controlled by local municipalities due to the accessibility of water and sewer facilities. The County has not adopted zoning or development guidelines at this time. It should be noted that Burlington is currently undergoing a site identification project to facilitate locating businesses and industry.*

## **6. Transportation**

*Achievement Score: 2 of 9 (22% complete)*

- a. Consider continued monitoring of initiatives to establish high-speed rail and intra-state rail services with stops in Alamance County. Continue lobbying efforts.

*Alamance County currently participates in the Burlington-Graham Metropolitan Planning Organization (BGUMPO) through a memorandum of understanding and is an advocate for transportation options within the county and between the county and municipalities.*

*Intra-state rail access for commuters is available with Amtrak. Stops are available in downtown Burlington going north and south. Routes are available reaching from Florida to New York.*

- b. Consider working closely with the MPO, the Piedmont Authority for Regional Transportation, and the newly created Alamance County Transit Authority, to establish a combination of flexible and fixed route bus service for the area.

*In 2006, BGUMPO completed the "Public Transit Feasibility Study Final Report" that outlined community responses to fixed route bus service as a whole within Alamance County. While a fully implemented system has not been established in the county, Burlington and Gibsonville are currently developing a fixed route system that should be operational in 2016.*

*Additionally, the Piedmont Area Rapid Transit (PART) provides buses connected the Triad and Triangle area at regular intervals. Several park-and-ride facilities have opened in Alamance County, including one at the Alamance Community College Campus and, most recently, at Cone Health. PART will soon open a central call center to direct users to the available transportation resources.*

*The Planning Department also works with the Alamance County Transportation Authority (ACTA) to provide continued support and grant application services. ACTA continues to provide on-demand services to riders in the County.*

c. Consider employing land use and development controls to encourage transit sensitive development, meaning development patterns that revolve around focal points that could become future transit stops.

*Within the planning jurisdiction of the County, development controls have not been created to guide potential future transit stops.*

d. Consider continued support for runway expansion and other facility improvements at the Burlington Alamance Regional Airport.

*Since the Airport Terminal Building was built in 1983, the Airport Authority has completed multiple site and technology improvements to facilitate business development and address needs in the County. This includes new Instrument Landing Systems, lighting, multiple runway extensions, terminal expansions, hangar expansions, fuel storage systems, and accommodations for business developments such as the Honda Aero Service Center.*

*In 2014, the airport built another new 10 unit T-Hangar on east side, and began installation of a new Taxiway Lighting System. They also began land acquisitions for Terminal Development area.*

*In the near future, the Airport plans to install a new terminal area, develop more corporate hangars, create automobile access to east side, install a South Loop Roadway and extend the runway to 7,000'.*

e. Consider continued support for transportation projects that improve access to the Burlington Alamance Regional Airport.

*Additional coordination with the MPO will be needed to create and maintain excellent access. Current Transportation Improvement Plans include funding allocated from the NCDOT for the airport.*

f. Consider requesting that NCDOT include bicycle and pedestrian facilities, whether on-road or off-road, as an integral part of appropriate new and expanded roadway projects in Alamance County.

*While no specific emphasis has been placed on this item by County policy, pedestrian and bicycle route planning has been undertaken within the County; particularly in urban areas and near Elon University.*

g. Consider employing driveway access management, minimum lot frontages, and parallel access roads to control the frequency of driveways entering major roadways.

*The Subdivision Ordinance does not require any additional restrictions on access. The North Carolina Department of Transportation maintains standards for the installation of*

*driveways along state maintained roads. Additional coordination with the Public Safety would be integral to successful integration of these requirements.*

h. Consider requiring new commercial enterprises on adjoining land parcels to design and construct their parking lots for connectivity. (Also see actions under Policy Section 4: Commercial Development.)

*No commercial development guidelines have been adopted at this time.*

i. Consider requiring that new neighborhoods and subdivisions employ a fully connected honeycomb of local streets within and between neighborhoods. Minimize cul-de-sacs and isolated, unconnected subdivisions.

*The Subdivision Ordinance generally requests that the roadway network take into account surrounding property and existing road systems. However, there are no specific development guidelines at this time.*

## **7. Water and Sewer Services**

*Achievement Score: 0.5 of 5 (10% complete)*

a. Consider endorsing the *regionalization of water and sewer facilities* in Alamance County, while also supporting their effective use as a growth management tool (encouraging compact growth near towns, discouraging farmland consumption, avoiding ecologically valuable areas, etc.).

*Water and sewer are currently offered by local municipalities, including:*

- *Burlington's Ed Thomas Water Treatment Plant and the JD Mackintosh Water Treatment Plant*
- *East and South Burlington Wastewater Treatment Plants*
- *The Graham-Mebane Water Treatment Plant (serving Graham, Mebane, Green Level and Swepsonville),*
- *Graham Wastewater Treatment Plant*
- *Mebane Wastewater Treatment Plant*
- *Orange-Alamance Water System, Inc (OAWS)*

b. Consider educating the public as to (1) the real costs of sewage collection and treatment systems, (2) the density of the customer base necessary to support such systems and (3) the reasons why "county-wide sewer" is not only unlikely, but also undesirable.

*The County does not currently operate any water or sewer utilities. All extension costs are handled by the related municipal utility. Any further cost studies would require additional research.*

c. Consider contributing financial support for the extension of *water and sewer lines to economic development projects* on urban area development sites, regardless of their location in or outside of a municipality.

*In the past, the County has assisted in application for grant funding for extension of sewer lines to promote economic development. Specifically, the County extended a sewer line in the Town of Swepsonville via a CDBG grant to promote business expansion at the Honda Plant. This project resulted in the creation of 200 full-time and 200 part-time jobs. Additionally, the County has partnered with Mebane and Graham to provide incentives to the new Central Carolina Industrial Park that has extended some water and sewer service for several new industrial developments in Alamance County. However, it should be noted that the water and sewer services are operated by the municipalities. The County is available to assist in any grant fund requests needed by the municipalities.*

d. Consider encouraging the use of package sewage treatment plants to allow for the creation of greenspace developments where appropriate.

*Environmental Health is responsible for the permitting of septic treatment as a package or single system. Within the Critical Watershed Overlay area, package treatment plans and community sewerage facilities are prohibited, with limited caveats for systems addressing an existing public health issue. The Planning Department is currently exploring ways to accommodate "Rural Preservation Subdivisions" where appropriate within the County.*

e. Consider requiring that sewer lines feeding new package sewage treatment plants be designed for assimilation into a centralized sewage treatment system at some point in the future.

*The County has not created this requirement.*

## **8. School Facilities**

*Achievement Score: 2 of 7 (29% complete)*

a. Consider encouraging the County School Board to *place new schools* in locations that will facilitate urban infill development and compact growth, rather than suburban expansion. (Also see Policy Section 2: Agricultural and Rural Area Preservation)

*The Alamance-Burlington Board of Education adopted a Strategic Plan in 2014 that includes Goal 3, a Written Five-Year Facilities Plan that "...prioritizes maintenance needs, safety upgrades, detailed aesthetic improvements, and modernization of facilities and infrastructure. This plan will be coordinated and linked to the master plan for specialized*

*programs (Goal 2) and world-class teacher working conditions (Goal 4) and will be shared with the community.”*

*There have not been any new schools added in the Burlington/Alamance County School System in the last few years. However, location will be addressed in conjunction with the School Board.*

- b. Consider encouraging developers to incorporate *new school sites* into the overall design of walkable, master planned communities, rather than placing schools on isolated sites with vehicular access only.

*The County has recently requested development information from local municipalities to better gauge growth and estimate student attendance. This information is used to estimate when new facilities might be needed so they can be accommodated during the design phase rather than after development.*

- c. Consider funding the Alamance-Burlington School System at a level equal to or greater than State averages as measured by *local per pupil funding*.

*Since 2006, Alamance County has provided local per pupil funding at a rate lower than the State average. Between 2006 and 2011, Alamance County provided per pupil funding that ranged from 7% to 13% lower than the State average.*

*In 2014, the Alamance Burlington School System implemented their own Strategic Plan that outlined their goals and performance measures including goals related to per pupil funding. This plan will be instrumental to helping the County determine funding needs as the school system continues to grow.*

- d. Consider establishing *impact fees and special trust fund accounts* by area of the county to help pay for new school construction related to growth. (Also see Policy Section 11)

*The County has discussed the possibility of establishing impact fees and/or an adequate public facilities ordinance for the County to aid in the financing of new school construction. Neither has been adopted at this time.*

- e. Consider making *traffic access, management and circulation* a priority in developing and reviewing site plans for new schools. Encourage pedestrian and bicycle access.

*The County does not require any site plan review (other than if the project is in a Watershed Overlay District) for construction in County jurisdiction. Each municipality and NCDOT regulations will have precedence on many of these items. The ACC campus has been mentioned a number of times as a high priority destination for public transit operations within the County.*

- f. Consider funding *Alamance Community College* at levels necessary to keep pace with the demand for services, and to meet both short term as well as long term projections.

The Alamance Community College completed a Strategic Plan in 2014, covering the years 2014-2016 (<https://www.alamancecc.edu/about-acc-site/strategic-planning/>). As laid out the "Planning Assumptions," the school is more carefully reviewing "... internal and external realities that face an organization." This plan also lays out Administrative priorities and five (5) major initiatives:

- Improved community connection/engagement
- Identify areas of facility needs and develop plans to realize the improvements
- Engage in a comprehensive review of the College's current programs and to identify new program offerings that provide educational opportunities of the highest quality to our service area.
- Increased operational effectiveness
- Improve our student success models that are benchmarked against national models.

g. Consider stepping up efforts to involve the business community in supporting the development and improvement of the Alamance-Burlington School System.

*ABSS has recently accepted support from local businesses, colleges and non-profit groups to supplement their operations. Alamance Community College has participated in "SWOT" analyses as part of their 2014-2016 Strategic Plan with various community groups to identify ways to improve relations with these groups. Various members of the business community recently voiced support for increased funding for schools in the 2015-2016 budget cycle.*

## **9. Solid Waste Management**

*Achievement Score: 5.5 of 6 (92% complete)*

a. Consider increasing efforts to inform the public about the disposal of tires and major appliances, free of charge, at the County landfill.

*The County Landfill utilizes the County website to advertise disposal of tires and major appliances. At this time, the County allows disposal of up to 5 tires free of charge. It also accepts major appliances for disposal free of charge. Solid Waste Management also organizes a number of events during the year for the disposal of oils, paint and other household hazardous wastes. Staff also speaks with public groups (schools, etc.) regarding solid waste management, landfills and recycling.*

b. Consider increasing efforts to inform the public that the County will waive tipping fees at the landfill for property owners who act to clean up dumpsites that were created on their property without their knowledge or permission.



*The Landfill works in conjunction with the Alamance County Health Department, Environmental Health Section, to aid the clean of dumpsites. In some cases, tipping fees are waived.*

- c. Consider formalizing an *annual survey of tipping fees* in the region, with the objective of keeping Alamance County's fee's at levels comparable to other facilities. Use surpluses generated, at least in part, (1) to assist in the cleanup of roadsides, and (2) to subsidize and offer appropriate incentives to private entities acting to clean up their properties.

*While the Landfill does not have a "formalized" survey of tipping fees for the region, staff does monitor tipping rates in our peer counties. Additional fees are added by the state. Tipping fees (county-portion) have not been raised since 2002. The Landfill aids in litter prevention by providing tarps so that loads may be properly secured on trucks and/or trailers, which aids in roadside litter reduction. Tarp giveaways are coordinated with the NCDOT roadside cleanup schedule.*

- d. Consider conducting a study evaluating the feasibility and desirability of making the Alamance County Landfill a *regional facility*.

*The Landfill does not presently market itself as a regional landfill nor are there any plans to do so.*

- e. Consider conducting a review, at least annually, exploring opportunities for *waste prevention, recycling and reuse*.

*The County Landfill actively pursues opportunities for recycling and reuse, especially the recycling of metals. The landfill recently installed additional recycling capacity for the baling of cardboard and shredding of unwanted paper for proper recycling disposal. Through best practices, compaction and increased recycling, the Solid Waste Management estimates the lifespan of the landfill has been extended for an additional 75years. Staff is constantly evaluating technology, equipment and procedural changes to further extend the landfill lifespan.*

- f. Consider using zoning to site future landfills (LCD, C&D and municipal) so as to separate them from incompatible land uses. (Also consider nuisance zoning to prevent the possible proliferation of LCD and C&D landfills on inappropriate sites.)

*Alamance County has not adopted partial or countywide zoning, however; the County has implemented a High Impact Land Use/Polluting Industries Ordinance that regulates the placement landfills.*

## **10. Parks and Recreation**

*Achievement Score: 5 of 6 (83% complete)*

- a. Consider supporting the efforts of the YMCA to develop a new facility in partnership with the Alamance Regional Medical Center, and other area partners.

*ACRPD has been active in seeking partners in the development of new facilities. In recent years ACRPD has partnered with the State of North Carolina to develop Shallow Ford Natural Area and with private businesses to acquire Saxapahaw Island. We are also partnering with Piedmont Land Conservancy to acquire and develop a park in the Cane Creek Mountain Range. Although we have not found a mutually beneficial project with the YMCA or ARMC, we are in regular communication with these entities regarding future opportunities.*

- b. Consider having the school administration develop formal policies and written agreements with local government recreation departments, including the County's, concerning the *joint use of the County's school facilities*.

*Currently, the county has a joint use agreement with rural county elementary schools in the Alamance Burlington School System to open some school facilities to the public. The county leases space from the school system to provide recreational space to the public and compensates the school system for the costs incurred in providing these facilities.*

- c. Consider authorizing the preparation of a *Master Parks and Recreation Plan*, to include a needs assessment, proposed locations for future parks, and estimates of funding needed for park development.

*The Recreation and Parks department published the Recreation & Parks Comprehensive Master Plan in 2007. This plan identifies needs, and proposes future parks and necessary funding that would be necessary to fulfill the goals of the plan.*

- d. Consider authorizing the preparation of a *Greenway Master Plan*, identifying (1) natural corridors such as streams and floodplains, and (2) man-made corridors such as utility and transportation rights-of-way and easements for incorporation into a greenway and trails system.

*The Alamance County Trail Plan was adopted by the Alamance County Board of Commissioners in 2015 and identifies future trail and greenway routes across the county.*

- e. Consider amending the County's subdivision regulations, as allowed by State law, to require *land dedication for open space and parks* in proportion to the size of the development or number of housing units being created. Provide for the collection of a *fee in lieu of land dedication* for the purpose of parkland acquisition.

*The current subdivision ordinance does not require land dedication for open space and parks, nor does it suggest such dedication from developers. However, as we move into a period of increased development, such a provision would greatly assist ACRPD in providing adequate recreation resources in growing areas of the county.*

- f. Consider an educational program increasing public awareness among property owners as to the tax benefits of donating *conservation easements*. Property owners along the Haw River corridor should be particularly targeted for this information.

*Information about conservation easements is distributed to landowners via informational pamphlets and thehaw.org, the website for the Haw River Trail that is maintained by Alamance County on behalf of the Haw River Trail Partnership. ACRPD also assists the Soil and Water Department to administer the Farmland Protection Program grant process.*

## **11. Paying For Infrastructure and Services**

*Achievement Score: 2 of 4 (50% complete)*

- a. Consider avoiding actions that would contribute to the further development of Alamance County as a bedroom community for job centers in the Triad and Triangle areas. The pros and cons of actions concerning the property tax rate and development standards and fees, in particular, should be carefully evaluated.

*The Alamance County Chamber of Commerce spearheads commercial development activity for the County. The Planning Department constantly works to ensure subdivision and development standards reflect the community.*

- b. Consider avoiding tax policies which burden rural area and farming residents with responsibility for paying for schools, parks and other facilities required by new residents migrating into the county.

*The Tax Department currently has programs for "Present Use Valuation" that provides some tax relief for agricultural uses. The present use value (PUV) program offers great relief to our farming residents. On average, qualifying land placed in horticultural classification will only pay 20% of market. Land in agricultural classification will only pay 10% of market. Land in forestry classification will only pay 5% of market. Qualification is simple and available to any agricultural use within the county.*

*(1) The farm must be owned by an individual (or related individuals) or a company whose principal business is farming.*

*(2) The farm must have a minimum number of acres in production of farm goods.*

*a. 20 acres for forestry*

- b. 10 acres for agriculture
  - c. 5 acres for horticulture
- (3) The farm must show an average annual income from production of at least \$1,000 dollars.

*Owners of qualifying farm tracts need only make a single application to enter the program and will remain in the program until there is a disqualifying event. A disqualifying event occurs when one of the requirements above ceases to be met. Upon disqualification the difference between the full value and the PUV value for the preceding three years is due with interest as if unpaid from the original date of billing (this deferred tax bill is often called a “rollout” or “rollback” bill).*

*The Tax Department has two full-time staff members dedicated to working with farms and primarily tasked with oversight of the PUV program. There is no reason that Alamance County’s farming residents should not benefit from this reduction in annual tax liability.*

- c. Consider adopting development impact fees tied to new growth, and determined by the specific demand for schools and parks created by that new growth.

*The county has not adopted development impact fees at this time; the Board of Commissioners has previously discussed impact fees and adequate public facilities regulations.*

- d. Consider continuing to prepare and adopt a capital improvement program as part of the annual County budget process.

*In 2015, the Maintenance Department and County Administration developed a Five Year Capital Improvement Plan. This plan should provide an outlet for capital planning in a cohesive manner. Previously, facilities were not included in capital planning efforts. Previously, the Facilities Director has stated that previous plans “... provided limited service to the Facilities Maintenance Department in that Public Buildings and CIP are not mentioned.”*

## **12. Air Quality**

*Achievement Score: 0 of 3 (0% complete)*

- a. Consider undertaking the full range of actions set forth in this plan related to *land use and urban infrastructure* that work to (1) reduce dependency on the automobile, (2) encourage mixed-use developments and (3) foster compact growth near job centers. See particularly implementation actions listed under sections 1, 2, 3, 4, 6, 7 and 8.

*No specific action has been taken on this item.*

- b. Consider supporting the Triad Air Awareness Program in its efforts to promote voluntary individual and corporate actions to reduce harmful ozone levels in the Triad area.

*No action has been taken on this item.*

- c. Consider the development and adoption of local ordinances to reduce air pollution, based upon Triad Air Awareness program tips.

*No action has been taken on this item.*

### **13. Water Quality**

*Achievement Score: 7 of 12 (58% complete)*

- a. Consider using the County's *geographic information system (GIS)* to store and retrieve mapped information and data on wells, groundwater and pollution release sites. Use the system during the review of subdivision applications to prevent excessive drawdowns and to apprise landowners, buyers and residents of possible contamination.

*The Environmental Health Department currently maintains a database regarding failed septic systems, wells, etc., which can be translated into a GIS database.*

- b. Consider adopting *water and sewer extension policies* that work with municipalities to direct new growth and development to locations where centralized water distribution and sewage collection lines are already in place.

*Water and sewer facilities are maintained by local municipalities. The County has not adopted any new water or sewer extension policies.*

- c. Consider periodically reviewing the effectiveness of County *watershed protection measures* to ensure reliable, healthy supplies of raw water for area water supply systems.

*The Jordan Lake Rules may supersede much of what our watershed regulations regulate, but all of our ordinances are under regular review to assess effectiveness. Additionally, Soil and Water Conservation and the Extension Service Departments provide information to farmers to improve water quality within agricultural operations. The County is also a member of the Piedmont Triad Water Quality Partnership, which offers educational opportunities and information across the triad.*

- d. Consider working with the state [NCDENR] on a *public education and outreach program* about the impacts of stormwater discharges on water bodies and to inform citizens of how to reduce pollutants in stormwater runoff.

*Since the adoption of the Jordan Lake Rules, the County is required to complete education and other compliance items. The County currently is a member of the Piedmont Triad Water Quality Partnership that provides these services for the triad area. The Planning Department has made an effort to distribute printed information items and “goodies” that the PTWQP provides among groups with outreach programs, such as the Cooperative Extension Service and the Soil and Water Conservation Department.*

- e. Consider continuing to require *land use practices that limit non-point source pollution* into area surface waters; specifically, the 50-foot buffer requirement along all year round streams and the 100-foot buffer requirement adjoining all water supply reservoirs.

*The County has implemented undisturbed 50-foot buffers on all perennial streams and 100-foot buffers on water supply reservoirs. As a result of the Jordan Lake Rules, the County has implemented 50-foot buffers on intermittent streams as well.*

- f. Consider continuing to lobby FEMA to update Alamance County's *official floodplain maps* at the earliest possible date.

*Floodplain map updates should be available mid-2015.*

- g. Consider preparing and maintaining a countywide *comprehensive drainage and flood management plan*, including public and private actions for plan implementation.

*The county first adopted a Hazard Mitigation Plan in 2005. It is mandatory that this plan is reevaluated every 5 years. The most recent adoption was a 2010 revision. We are in the process of the 2015 revision in a working group with Durham, Orange and Alamance counties forming the ENO-HAW Hazard Mitigation Region. The most recent revision of the Emergency Operations Plan was adopted by the Commissioners on May 19, 2014.*

- h. Consider amending the Alamance County *subdivision ordinance* to incorporate specific guidelines and limitations concerning the impact of developments on downstream property owners and water quality.

*The County currently defers all erosion control and stormwater permitting to the North Carolina Department of the Environment and Natural Resources. No specific changes have been made to the Subdivision Ordinance to address this item.*

- i. Consider preparing and adopting a local *stormwater management ordinance* to include specific design standards for new development.

*The County has not developed or implemented such an ordinance at this time.*

- j. Consider *varying requirements for drainage facilities* according to the density of development. For example, for low-density development, require the use of vegetated swales.

For higher density development, require the use of curb and gutter, combined with adequate stormwater collection and detention facilities.

*The County currently defers to the North Carolina Department of the Environment and Natural Resources for all stormwater and erosion control permitting.*

k. Consider strengthening the level of involvement by the County concerning stormwater management issues during development review, particularly as it affects water quality in area streams, lakes and reservoirs.

*The County has not increased its involvement in stormwater management.*

l. Consider continued support for the Alamance Soil and Water Conservation District and the United States Department of Agriculture - Natural Resources Conservation Service in assisting land users with best management practices to protect and improve water quality.

*The Soil and Water Conservation Department is active in offering education and workshops related to best management practices within the County.*

#### **14. Economic Development**

*Achievement Score: 9 of 11 (82% complete)*

b. Consider strengthening the role of the City-County Association of Alamance County beyond primarily maintaining open lines of communication among the local governments. Employ it to facilitate substantive agreements on selected issues ranging from water and sewer issues to matters of public health.

*The City-County Association of Alamance County meets monthly to maintain open communication between professional and elected management. The Association is a separate function from the Chamber of Commerce.*

c. Consider lobbying for a reclassification of Alamance County from Tier 5 to Tier 4 under the tier designation system of the William S. Lee Act.

*As of 2010, Alamance County is a Tier-2 County due to the revision of the Tier system.*

d. Consider continuing efforts to recruit new industry to Alamance County that diversifies the economic base of the area, and creates less reliance on the traditional manufacturing sector.

*The Alamance County Chamber of Commerce acts as the economic development entity for Alamance County. Recent company announcements have included shipping and distribution centers as well as a possible corporate headquarters, and the expansion of existing industry within the County. The Chamber works to actively recruit a wide variety of business to the area. Recent Economic Development activities have resulted in greater*

*collaboration between municipal and county administration and the successful recruitment of a number of high-profile new industries in Alamance County.*

- e. Consider strengthening support to promote Alamance County as a destination for heritage tourism, particularly involving the history and culture of the textile industry.

*More emphasis has been placed in recent years on heritage/cultural tourism in Alamance County. The Planning Department works with the Historic Properties Commission to facilitate historic tourism opportunities within the County. Alamance County is also home to the Alamance Battleground, the Alamance County Historical Museum, Cedarock Park, the Company Shops Depot, the Dentzel Carousel, the Sword of Peace Outdoor Theatre, the Haw River Historical Museum, the Smith Family Collection, the Textile Museum and Thread Trail, as well as the North Carolina Civil War Trails and numerous other activities in the region.*

- f. Consider continued support for the promotion and use of the Haw River Corridor for paddle boating and recreational development.

*The Alamance County Recreation and Parks Department has pursued paddle boating and canoe accesses with great interest. The efforts to achieve this goal have been sustained and very successful.*

- g. Consider giving equal weight to the expansion of existing businesses, large or small (in creating jobs and increasing the tax base) when awarding economic development incentive grants.

*Expansion of existing industries and the creation of new businesses are given equal weight when considering economic development incentives.*

- h. Consider creating a major promotional campaign outside the region touting the abundance of potable water supplies available to businesses and homeowners in Alamance County.

*The Chamber of Commerce highlights the water supply as appropriate in proposals, and in communications to sources of projects (Economic Development Partnership of North Carolina developers, allies, site location consultants).*

- i. Consider supporting actions identified under policy section 8 above, (Schools) so as to make the Alamance-Burlington School System a major factor in promoting economic development and in improving the quality of life in the area.

*The Alamance-Burlington School System's role in promoting economic development comes into play when potential businesses are going through the process of elimination. Schools are among many things that are considered when promoting quality of life. The County and School Board are working together to improve the school system. ABSS also recently adopted a Strategic Plan that will be central to improving schools in the area.*



j. Consider zoning those parts of Alamance County that are experiencing the greatest development pressures. Use zoning to create a better image for the county in recruiting new businesses to the area.

*The County has not adopted zoning at this time.*

k. Consider increasing the use of *inter-local agreements and resolutions* on matters of critical importance to all local governments in Alamance County. (water and sewer, transportation, air quality, economic development incentives, etc.)

*Inter-local agreements between the County and municipalities have not been used for economic development matters. Recent Economic Development activities have resulted in greater collaboration and the use of many interlocal agreements between municipal and county administration and the successful recruitment of new industries in Alamance County.*

**15. Public Safety**

*Achievement Score: 6 of 8 (75% complete)*

a. Consider staffing and funding the Alamance County *Sheriff's Department* at levels comparable to the norm for other jurisdictions of roughly equal size and character.

*2013 staffing levels compare to other peer counties as follows:*

<b>County</b>	<b>Employees</b>	<b>Population</b>
Alamance	277	155,792
Catawba	188	154,534
Iredell	240	166,675
Randolph	219	142,778
Rowan	189	138,630

b. Consider directly lobbying the General Assembly to provide necessary funding to the Sheriff's Department to monitor *video poker machines*.

*After a 2015 NC Supreme Court decision, a ban on video sweepstakes machines has been upheld as state law.*

c. Consider reexamining the County's *policy against overtime pay* for certain public safety personnel (e.g. Sheriff's deputies, Fire Marshall's office, and Central communications telecommunicators.)

*This policy has changed for some, but not all public safety personnel. The Fire Marshal's Office does allow overtime pay for their personnel; however the Sheriff's Department does not.*

d. Consider reexamining the County's policy concerning the *purchase of vehicles* (new or used) for the Sheriff's office, with the purpose of evaluating the costs and benefits of each approach.

*The Sheriff's Department replaces high mileage vehicles as necessary to maintain vehicle effectiveness and reliability.*

e. Consider the purchase of 800 trunking *communications equipment*, or its equivalent, for the Sheriff's Department and for Central Communications-- to improve communications and information sharing within and between public safety agencies.

*In 2005, the County began taking action to develop the 800 mHZ program. In 2007, the VIPER Committee was formed. VIPER 800 MHz went live in Alamance County in June of 2010. Gibsonville Police Department was the first department to test the new system on a day-to-day basis. The remaining Public Safety Departments dispatched by Central Communications transitioned to VIPER by fall of 2010.*

f. Consider establishing two or more satellite offices or substations of the Sheriff's Department in the unincorporated areas north and south of the central urban corridor of the county, provided that personnel and financial resources allow.

*The Alamance County Sheriff's Department has established 5 substations in the County: Saxapahaw, Snow Camp, Altamahaw/Ossipee, Village of Alamance, and Green Level.*

g. Consider staffing and funding the Alamance County Emergency Medical Services at levels comparable to the norm for other jurisdictions of roughly equal size and character.

*EMS currently employs 88.5 full time and 35 current part time, on call, as needed.*

*It also should be noted that the population of nursing/assisted living facilities is currently ranked 3<sup>rd</sup> in the state and may result in an increased demand for emergency services as that population continues to grow. According to Health Department projections, the population age 60 and older will almost double (from 1.2 million to 2.1 million) in the state of North Carolina between the years of 2010 – 2030.*

h. Consider supporting a promotional campaign advancing the public service rewards and friendships developed by volunteering for the *local fire department*.

*This is actively taking place through the recruitment of volunteer firemen and emergency responders. This is through all volunteer fire departments and the Alamance County Emergency Management Office. Alamance Community College also offers a 20-week fire academy twice a year which provides complete firefighter certification as required the NCDOI.*

*Recruitment for Volunteer Fire organizations and Alamance County Rescue are performed by each individual department. Each department has specific needs that need to be met and most fire departments in the county now employ at least one person and offer their own in house "1403" (interior certified) classes through their own instructors. The county does recognize "years of service" awards signed by the Fire Marshal and County Manager but more specific awards are decided and awarded by the individual fire departments. In years past there was a CERT volunteer team based in Elon that is no longer active and we have a current and very active ARES chapter. Both of those are EM volunteers.*

- i. Consider the preparation of a plan for the designation and use of certain public buildings as evacuation shelters in the event of an emergency.

*This has been done by the Emergency Management Office through the Department of Social Services and the American Red Cross. Emergency Management maintains a list of Red Cross approved shelters and Red Cross maintains the agreements with these facilities as shelters. The County EOP provides for how and when shelters will be opened. Shelters are staffed with various county employees but are primarily run with DSS and Red Cross staff.*

## **16. Health Care**

*Achievement Score: 5 of 5 (100% complete)*

- a. Consider continued support for *Healthy Alamance*, and the periodic community health assessment report which tracks key indicators of public health and offers an evaluation of changes for the better or worse.

*Healthy Alamance has received continued support as in kind space, technology, printing, communications and administrative support. The County will participate in a program that has an emphasis on tobacco use, fitness, and wellness that will have participation by both County employees and other local businesses. Every year, a report of the state of county health is issued.*

- b. Consider appointing a task force to look into the success of the award winning, nationally acclaimed BCMS (Buncombe County Medical Society) Project Access, which has operated successfully in the Asheville/Buncombe county area for several years. The purpose of the task

force would be to examine Project Access for lessons learned and possible application of some or all of the project components in Alamance County. (Note: Healthy Alamance has under its umbrella a task force already in place devoted to Access to Healthcare Task Force issues; this would be a logical group to conduct the proposed examination.)

*On a local level, this is being done with the employee health clinic and access for diabetes disease management.*

- c. Consider strengthening existing efforts to reduce child asthma, child abuse and substance abuse and to improve health care access and other health problems in Alamance County.

*Part of this is handled by DSS and part by Mental Health. Collaboratively, ACHD, DSS and other community agencies work to improve these outcomes.*

- *Children's Executive Oversight - continues to thrive. In 2015, the CEOC conducted a strategic direction planning retreat with local leaders and officials. The retreat aimed to provide strategic direction to the committee has many of its original goals had been met. The committee is currently working with and supporting a collective impact approach to child outcomes in the community.*
- *Alamance Alliance - (DSS)*
- *Asthma Coalition - The Asthma Coalition was successful in meeting its goals and was recently absorbed into a larger coalition with similar mission and vision.*

*Indoor and Outdoor Air Quality Awareness - Flags are placed at elementary schools that help families and staff identify the air quality for the day. In addition, air quality magnets were placed on Environmental Health vehicles as they travel throughout the community and their presence helps alert residents of the air quality for the day. The health department implemented Healthy Homes program in which a trained environmental health specialist will conduct an assessment of a home and identify asthma triggers then educating the family as to measures to reduce triggers.*

*Substance Abuse: Operation Medicine Drop, Alamance Citizens for Drug Free Community are used to reduce the amount of prescription drugs within the community and to offer public outreach to educate youth about substance abuse.*

*There is also a community forum looking at substance abuse treatment (24/7) at a location that is to be determined. Part of this is handled by DSS and part by Mental Health.*

- *Children's Executive Oversight*
- *Alamance Alliance*
- *Asthma Coalition*

- d. Consider formalizing arrangements for health care services related to emergency situations, such as smallpox and smallpox vaccination clinics, and bioterrorism preparedness.

*The County has a preparedness coordinator as well as a preparedness plan for such events. Full scale exercises and tabletop scenarios are planned throughout the year. Currently, the health department is planning for a full scale exercise in Fall 2015. The health department participated in a full scale exercise with Cone Health System in November 2014.*

- e. Consider supporting initiatives, both locally and statewide, which would address other pressing health care issues, including: reducing tobacco consumption, improving access to dental care services, and counteracting the rapidly increasing problem of obesity in both children and adults.

*All of these have been done through Healthy Carolinians.*

## **17. Services to Senior Citizens**

*Achievement Score: 5 of 6 (83% complete)*

- a. Consider preparing a “white paper”, in cooperation with the NC Division of Aging and the PTCOG Area Agency on Aging, on the likely impact of a much larger senior citizen population on County services over the next twenty years, including particularly, social services, emergency medical services, Medicare and Medicaid, and recreation programming.

*According to projections, the population age 60 and older will almost double (from 1.2 million to 2.1 million) in the state of North Carolina between the years of 2010 – 2030. The impact of this much larger senior population offers both opportunities and challenges for planning. Planning efforts locally and across the state have focused on “Building Living and Senior-Friendly Communities” as outlined in the 2007 – 2011 NC Division of Aging and Adult Services’ State Aging Services Plan. Areas of focus in the Plan and in subsequent local, regional and state planning efforts have included:*

- *Access and Choice in Services and Supports*
- *Economics of Aging*
- *Health and Aging*
- *Homes and Neighborhoods*
- *Lifelong Engagement and Contributions*
- *Safe Communities*

*Locally, the voting members of the Alamance County Planning Committee on Services to the Elderly (ACPCSTE) are appointed by the County Commissioners and meet on a monthly basis along with aging network service providers and staff from the Piedmont*

*Triad Council of Governments Area. In 2008, this Planning Committee began a strategic process looking at the six identified areas of “Building Livable Communities”; this group reviews the plan annually. The top needs in 2008 were access to services, increased caregiver and respite care options and increased transportation options for those financially or physically unable to access current options. Subcommittees of the ACPCSTE have also addressed safety, caregiver needs and access to services.*

*Aging Policy Roundtables were held in different locales across the state in spring 2010. The theme of this year’s state aging conference (the Governor’s Conference on Aging held October 13-15, 2010) was “Building a Livable and Senior Friendly North Carolina”. The Governor’s Conference followed up on critical issues arising from the six identified issue areas in building a livable community. Governor Perdue also issued Executive Order 54 this year calling for a state-level assessment of our readiness for the growing aging population. The need for services and supports will continue and increase as the older population grows.*

- b. Consider preparing a second “white paper”, in cooperation with the same agencies noted above, on the likely impact, over the next twenty years, of a much larger senior citizen population on local service providers for the elderly funded, in part, by Alamance County.

*The dramatic growth of the older population in our County will impact all local service providers for the elderly. The need for services and supports will continue and increase as the older population grows. The need for thoughtful planning and action to help meet the needs of our elderly will be most important. In a 2008 report from the Alamance County Planning Committee on Services to the Elderly, the top needs under access and choice in services and supports included: family caregiver support, home and community based services such as medication assistance, care management services and information and assistance services and long term care facilities.*

- c. Consider increasing services to the elderly in their home that promote independence such as Meals on Wheels, grocery delivery programs, medication assistance programs, and CAP services.

*While service providers in the aging network in our County all acknowledge the much increased need for services that we are seeing, the state of the economy and state budgeting over the last few years has impacted the growth of most local programs that serve older adults. Although there has been increased need in these service area, there has been decreased funding available to these services. For instance, the state of NC began implementing some changes to the Community Alternatives Programs (CAP) in October 2009. These changes have included: reducing the number of slots available to serve disabled persons under the CAP/DA program, limiting the total of Case Management hours a person can receive to 3 hours per month, reductions in the allowable reimbursement rates for Case Management services, in-home aide and*

*incontinence supplies. In early 2010, our County's number of CAP slots was reduced from 96 to 90. The CAP program is a Medicaid waiver program serving frail, nursing home eligible adults who wish to remain living in the community versus being placed in a nursing home.*

*Almost half of the current Meals on Wheels (MOW) clients state that they eat half their meal for lunch and half for dinner; the meal provided is only nourishment for one meal. Meals on Wheels report they receive on average 70 referrals a month when frequently there are less than 10 spaces available. Increased food costs from the caterer dramatically have affected MOW's ability to expand. MOW grocery delivery program is also unable to expand at this time but the service has been able to assist all those who have applied.*

- d. Consider increasing services to the elderly that assist in maintaining their home, such as weatherization projects and home repair.

*The Planning Department has recently changed how their Community Development programs are managed, transferring responsibility to other governmental and non-profit entities with specific staff dedicated to managing these programs. This was done to foster a more responsive and comprehensive funding availability to applicants using the Urgent Repair (URP), Single Family Rehabilitation (SFR), Weatherization, HOME and other grant funded repair programs. The Planning Department will participate in program guideline and applicant selection programs in the future to ensure fair and equitable distribution of the program funds.*

- e. Consider providing services to caregivers who are caring for elderly family members; such services might include respite programs and assistive items (e.g. walkers, canes, Ensure).

*Alamance ElderCare has been able to provide several services through the Family Caregiver Support Program (FCSP). This program focuses on the needs of the family member caring for an older or disabled adult. Alamance ElderCare provides some respite care to relieve a caregiver in addition to supplemental services which can include items such as Ensure, incontinent supplies, shower chairs and tub safety strips. Funding for the FCSP in our County has remained basically at the same level as at its inception 10 years ago this November so the program's growth in these two areas has been slow. Alamance ElderCare does seek donations from other individuals and groups within our community to help provide additional respite and supplemental services in these two areas. Respite care, in particular short term and emergency respite care, continue to be huge needs in our area. Alamance ElderCare also provides community education workshops for family caregivers twice each month on a variety of topics in addition to facilitating a Caregiver Support Group. The agency partners with the Alamance County Public Libraries to add caregiver books and resource materials in each local branch each year. Alamance*

*ElderCare also offers Information & Assistance and Care Management services to both caregivers and older adults.*

*Through the FCSP, Meals on Wheels offers temporary “respite” meals for persons coming home from hospital or others with short term needs. Friendship Adult Day Services uses FCSP funds to build an in-house resource library available to anyone needing caregiver materials.*

f. Consider undertaking the full range of actions set forth in this plan related to *land use and urban infrastructure* that work to encourage development patterns and housing choices that allow for more cost-effective transportation options for senior citizens. (See particularly implementation actions listed under sections 1, 2, 3, 4, 6, 7 and 8.)

*No specific action has been taken on this item.*

## **18. Community Appearance**

*Achievement Score: 3 of 10 (30% complete)*

a. Consider establishing *tree preservation and planting* guidelines for voluntary compliance by both commercial and residential developments.

*The county does not have a program in place.*

b. Consider establishing *special standards and incentives* for development along certain highways or segments of highways that (1) are of particular importance to the image and appearance of Alamance County, and (2) can still be “saved”. Such standards might include, for example, special requirements for monument style signage, parking lot landscaping and exterior lighting.

*The county does not have a program in place.*

c. Consider establishing minimum development standards for commercial development anywhere in the county. Such development requirements might address for example, minimum acceptable standards for signage, parking design, as well as some limited landscaping and buffering. (Also see actions under Policy Section 4 Commercial Development)

*The county does not have an ordinance or program in place.*

d. Consider conducting a study concerning the location and design of cell towers in Alamance County. Prepare a report for the Planning Board, including recommendations, as appropriate, to address the issue.



*The county adopted the Alamance County Wireless Communications Facilities Ordinance in 2005 to address the location and design of cell towers in the county. Wireless communication facilities are required to obtain a permit from the county.*

- e. Consider adopting a minimum housing code requiring, in part, that substandard and dilapidated structures, including mobile homes, be properly removed and disposed of. Consider initially subsidizing such disposal as a near term incentive to facilitate action by owners. (Also see action under Policy Section 3)

*The county does not have an ordinance or program in place.*

- f. Consider passing an ordinance that requires proper disposal or relocation of an existing mobile home before the issuance of a permit for a new manufactured home on the same lot. (Also see action under Policy Section 3)

*The county does not have a policy or program in place. However, the County is participating in a grant program sponsored by the Department of the Environment and Natural Resources to provide up to \$1500 in funds for removal of abandoned mobile homes. Additionally, the County has a Junked or Abandoned Mobile Home Ordinance that regulates the storage of mobile homes that are not currently in use or are abandoned. The Planning Department administers the enforcement of this ordinance in addition to managing the DENR grant. As discussed previously, the Watershed Overlay Ordinance also limits the number of dwelling units allowed on a certain size of property at one time.*

- g. Consider adopting a junked car ordinance, as authorized by State law, to require the removal of abandoned vehicles and junked cars within view of public rights of way.

*The county adopted the Abandoned, Junked, and Nuisance Motor Vehicles ordinance in 2007. The ordinance defines “junked cars” and allows for property owners to keep up to three cars on their property as long as the cars do not pose an immediate threat to the public health or safety, are behind the house or structure and that they are covered with a car cover. Property owners exceeding the three car limit or failing to comply with the storage requirements are required to remove the offending vehicles and/or comply with the county ordinance. Civil penalties are imposed for violators who refuse to comply and the county has the authority to tow and impound junked vehicles if necessary.*

- h. Consider amending the County’s existing *junkyard ordinance* regulating the design and operation of commercial (i.e. income producing) junkyards. Correct problems and close loopholes that prevent proper enforcement against unlicensed junkyards.

*The county regulates junkyards through the High Impact Use/Polluting Industries Ordinance adopted in 2006 amended in 2009. This ordinance sets standards for buffers*

*and setbacks, fencing, distances from “protected facilities” such as residences, churches, child care facilities etc, and minimum tract sizes.*

- i. Consider supporting an educational effort to encourage streamside landowners to clean up their properties and to avoid dumping trash in the future.

*The Planning Department actively enforces our nuisance ordinances and the Watershed Protection Ordinances. The Environmental Health Department also has a trash/health hazard inspector on staff to monitor sites that fall under their jurisdiction. Additionally, the county is a member of the Piedmont Triad Water Quality Partnership which provides educational material and raises awareness of stormwater and water quality issues for all citizens in participating communities.*

- j. Consider becoming a local affiliate of Keep America Beautiful to increase public awareness of the littering problem and to improve the appearance of area streets, streams and properties.

*The county does not currently participate in the Keep America Beautiful program.*

## **19. Historic Preservation**

*Achievement Score: 3 of 5 (60% complete)*

- a. Consider supporting an educational effort to inform property owners of the *tax advantages* of improving and/or owning historic properties. (e.g. property tax deferral on preserved landmarks, federal and state tax credits for the costs of rehabilitating income producing historic properties, state tax credits for the costs of rehabilitating non-income producing properties.)

*The county does not currently have an educational program for historic properties tax credits, which were discontinued in the 2013-2014 state budget, but may be reinstated in the near future. A local credit program is still in place. The Planning Department can provide information to interested persons or help them contact related state offices. Pending legislation has been proposed for a new historic rehabilitation tax credit for state budget 2016-2017. The Planning Department can provide information on changes, improvements on historic properties within Alamance County’s jurisdiction (COA’S, et.). The Planning Department is currently working to clarify the local historic property deferral program within the county and identify properties that may qualify and do not take advantage of the program.*

- b. Consider supporting continued improvements to the Cedarrock Historical Farm, as well as other significant historic and educational facilities in the area.

*Cedarrock Park contains a historic farm and several other historic structures. Over the past several years, ACRPD has made significant repairs to the Garrett House and the*

*Curtis House. Several other large scale repairs are necessary in the coming years and are included on our capital improvement plans. In addition to structural repairs, ACRPD has worked with the Friends of Cedarrock Historical Farm to offer live demonstrations and open house tours of the historic farm every other weekend on during the season. We plan to continue to strengthen the programming and interpretation at the historic farm in the coming years.*

- c. Consider supporting, with approval of the family, the designation of the Scott family farm and home place as a state historic site.

*The county has not proceeded with designating the Scott family farm and home place as a state historic site. The North Carolina Department of Cultural Resources manages the Division of NC Historic Sites and is not currently looking to designate any new state historic sites.*

- d. Consider using the County's geographic information system (GIS) to store and retrieve mapped information and data on historic sites and properties anywhere in the area. Use the system during the review of subdivisions and other development applications to help preserve important historic resources.

*The county created a GIS layer for all identified historic sites in the county and has made it available to the public on its interactive GIS website. The layer is in the process of being updated with new information from other historic preservation committees regarding National Register status. The planning department does use the system during a major subdivision review to inform property owners and developers of any historic site(s) located on their property. The Planning Department is currently evaluating a listing of local cemeteries for inclusion on GIS.*

- e. Consider supporting additional historical survey work as necessary to properly inventory and document important historic resources in the area.

*The Historic Properties Commission with the assistance of the Planning Department updated the historical sites survey in 2002 and 2011-2013 and added new information to known sites as well as adding new eligible historic sites to the county's survey files. The Planning Department is in the process of digitizing much of this information and creating storage solutions for research of significance as well as clarifying the process for designating properties as historic landmarks within the County.*

## **20. Cultural Diversity/ Acceptance**

*Achievement Score: 2 of 5 (40% complete)*

- a. Consider continued support for Sheriff's Department efforts to achieve in-roads into the Latino community for the purposes of solving past crimes and preventing future ones.

*The Alamance County Sheriff's Department has employed Spanish-speaking personnel and would like to employ more Spanish-speaking Officers.*

- b. Consider continued support for School System efforts to recruit Spanish speaking teachers and counselors, as well as being responsive to the cultural differences of Latino children generally.

*The Alamance-Burlington School System has policy in place to address diversity the needs of a very diverse student population. This is also addressed in the 2014 ABSS Strategic Plan.*

- c. Consider continued support for Communications Center efforts to be able to receive and respond to emergency calls from Spanish speaking persons.

*The County has employed bilingual telecommunicators in the past; however the County does not presently have one on Staff. CCOM utilizes other resources such as the "Language Line" for any non-English speaking caller.*

- d. Consider continued support for Parks and Recreation Department efforts to respond to the recreational needs of the Latino community including, but not limited to, soccer fields.

*The Recreation and Parks Department continuously evaluates our offerings to accommodate the changing recreational needs of our community. We are currently evaluating the community demand for a soccer program in Southern Alamance County, and are committed to meeting that demand if necessary.*

- e. Consider appointing a joint task force of the County, the business community, and others to address the special needs of the rapidly growing Latino community. (e.g. day care, education, library/information needs, health care, housing, transportation, crime prevention, driving under the influence, distrust of government, and reading, writing, and speaking English)

*Efforts are underway in many departments and agencies within Alamance County to identify and respond to community needs.*