



## Community Health

**Goal:** Promote an effective behavioral and physical health system of care and practices that benefits all residents.

**Objective 1:** Identify efficient, effective, proactive, and collaborative ways to better support and build capacity for the treatment and management of Wake County residents who experience behavioral health challenges.

- Initiative 1: Work with the Sheriff's Office and community partners to develop sustainable strategies for assisting detained and/or incarcerated individuals that suffer from mental illness.
- Initiative 2: Evaluate benefits of expansion of integrated care at WakeBrook.
- Initiative 3: Work with Wake Director's Group to improve coordination and communication on issues and obstacles related to behavioral health services.
- Initiative 4: Work with community partners to expand knowledge and awareness of behavioral health symptoms (mental health first aid), as well as services and resources available in the community and how to access them.
- Initiative 5: Communicate ways to access behavioral health services and support the role of Alliance Behavioral Healthcare in our community.
- Initiative 6: Leverage partnerships to enhance data sharing related to behavioral health services.

**Objective 2:** Support building a "culture of health" based on the Robert Wood Johnson Foundation model for healthy communities.

- Initiative 1: Develop infrastructure and education that encourages walking and biking to and from schools, and explore opportunities to encourage walkability and biking access to and from schools.
- Initiative 2: Support growth of Wake County's local food movement and access to local healthy food.
- Initiative 3: Continue to advance Wake County's Healthiest Capital County Initiative.
- Initiative 4: Continue focus on public health in Wake County Public Schools through improved access to school nurses to address health needs in schools.
- Initiative 5: Identify, prioritize, and implement strategies and initiatives to address the needs and priorities identified in the most recent Wake County Community Health Needs Assessment.
- Initiative 6: Plan and prepare for next Community Health Needs Assessment to ensure it reflects the full spectrum of health needs, including behavioral health and youth risk behaviors.
- Initiative 7: Support early childhood development from conception to birth through Pre-K by supporting prenatal programs to promote healthy pregnancies for healthier babies.

Community Health - Key Performance Measures:	
1.	Decrease in the ratio of involuntary commitments per population.
2.	Reduce the closure rate of Crisis & Assessment Services at WakeBrook.
3.	Decrease in hospital emergency room diversions.
4.	Improve ratio of access to behavioral and physical health services per population.
5.	Increase in access to physical activity and healthy food environments, along with increase in youth and adults experiencing healthy weight and reduced obesity.



## Economic Strength

**Goal:** Create a business-friendly environment to attract, retain and grow business, diversify the economic base and create job opportunities for all citizens.

**Objective 1:** Support Wake County Economic Development's efforts to bring high-paying jobs and business to Wake County.

- Initiative 1: Review and revise Wake County's incentive policies to attract or encourage new investment at varying levels to create new jobs that result in a diverse tax base, including participation in grants tied to the One North Carolina Fund program.

**Objective 2:** Leverage, coordinate and collaborate with our municipalities, nonprofit organizations, universities, capital markets, and entrepreneurs to increase opportunities and support for entrepreneurial ventures.

- Initiative 1: Identify barriers that prevent existing small businesses from accessing resources and leveraging growth opportunities, and develop strategies for overcoming these barriers.

**Objective 3:** Develop economic development strategies and tools that encourage responsible employment practices, environmental stewardship, affordable housing, high quality of life, and return on investment that produces societal benefits.

- Initiative 1: Research and create economic and workforce development programming that improves vulnerable communities, including development of vulnerabilities index that identifies challenges of the county's various regions.

**Objective 4:** Facilitate buildout of high speed internet access in Wake County to enable coverage, speed and affordability for all citizens.

- Initiative 1: Work collaboratively with stakeholders to explore opportunities to remove barriers, leverage resources and more quickly facilitate buildout of high speed internet access throughout Wake County.

### Economic Strength - Key Performance Measures:

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| 1. | Development and ongoing evaluation of vulnerabilities index.  |
| 2. | Increase number of businesses located within the county.      |
| 3. | Increase number of jobs available within the county.          |
| 4. | High-speed internet coverage available throughout the county. |



## Education

**Goal:** Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success in a global workforce.

**Objective 1:** Encourage collaboration amongst a continuum of education providers in Wake County in order to allow a seamless integration of strategic plans and programs that address early childhood education through post-secondary curriculum and workforce continuing education.

- Initiative 1: Collaborate with Wake County Public School System to actively support the implementation of their strategic plan.
- Initiative 2: Expand capacity and access to Pre-K programs, including those provided by WCPSS and Smart Start.
- Initiative 3: Partner with WCPSS to reduce childhood hunger by expanding the summer feeding program sites and hours and increasing student access to breakfast, while encouraging healthy and local food options.
- Initiative 4: Support opportunities to enhance arts education through integration with partner agencies and/or direct county investment.
- Initiative 5: Collaborate with Wake Tech to support their post-secondary curriculum and workforce continuing education programs.
- Initiative 6: Promote geographically diverse affordable housing options to help increase diversity within public schools by collaborating with WCPSS and enhancing partnerships with municipalities, nonprofits and community leaders.

**Objective 2:** Develop a long-term plan for WCPSS and Wake Tech operating and capital needs that are bound by strong financial policies designed to maintain the county's outstanding financial position demonstrated by achievement of the highest credit ratings.

- Initiative 1: Develop a long-term plan for local funding for the WCPSS annual operating budget that establishes annual goals and targets which are predictable, sustainable and aligned with programmatic goals identified in the WCPSS strategic plan.
- Initiative 2: Maintain a level of funding to WCPSS for local teacher supplement that allows for recruitment and retention of quality educators.
- Initiative 3: Develop a financing model which considers an array of financing options for WCPSS capital expenditures that assumes predictable levels of funding that meet established debt policy guidelines.
- Initiative 4: Identify ways to support WCPSS and Wake Tech as they expand early college and CTE program opportunities throughout the county.
- Initiative 5: In partnership with Wake Tech, develop a long-term and sustainable funding model that supports expansion of classrooms and laboratories, renovations of existing facilities, and provision of information technology in order to support Wake Tech's goals.

<b>Education - Key Performance Measures:</b>	
<b>1.</b>	WCPSS and Wake Tech achievement towards implementation of the strategic plans as reported by the organizations.
<b>2.</b>	Mutually agreed upon long range annual operating and capital plans are established and executed with Wake Tech and WCPSS.
<b>3.</b>	Increase in the number of students served in the summer feeding and school breakfast programs.
<b>4.</b>	Increase in number of partnerships which bring arts into the schools and of number of students engaged.
<b>5.</b>	Increase in number of students Kindergarten-ready as a result of early childhood programming.
<b>6.</b>	Number of new affordable housing units supported by Wake County within economically diverse communities.



## Great Government

**Goal:** Promote a vision of a county government that partners with all levels of government to empower, protect and serve its citizens through a culture of respect, collaboration and innovation.

**Objective 1:** Continue the County's strong foundation of fiscal strength to maintain the County's Aaa bond rating with all three rating agencies.

- Initiative 1: Oppose legislation and unfunded mandates from both the State and Federal governments that create uncertainty and negatively impact the County's legal ability to meet existing or future obligations.

**Objective 2:** Find opportunities to improve the customer's experience throughout the County and treat every citizen with dignity, respect and appreciation.

- Initiative 1: Increase the timeliness of processing applications for assistance through NCFAST.
- Initiative 2: Develop a countywide process for measuring customer satisfaction and soliciting customer feedback.

**Objective 3:** Create strategies that promote collaboration, innovation and multi-disciplinary solutions.

- Initiative 1: Appoint suburban/rural issues committee from areas outside Raleigh/Cary, to provide input on key issues and policies.
- Initiative 2: Identify common needs and opportunities for collaboration to support greater prosperity in adjacent counties.
- Initiative 3: Create urban/suburban counties lobby.

**Objective 4:** Develop citizen engagement opportunities and facilitate opportunities for volunteerism/civic engagement.

- Initiative 1: Enhance the County's Volunteer Recognition Program.

**Objective 5:** Improve effectiveness, efficiency, transparency, and responsiveness of government through innovation and technology.

- Initiative 1: Build and maintain partnerships with other public entities to leverage resources and increase efficiencies (e.g. fleet management, water resources, public safety communications).
- Initiative 2: Identify champions for innovation within Wake County organization.
- Initiative 3: Establish a comprehensive open data program.
- Initiative 4: Create an innovations program rewarding county employees who develop the year's best innovation in County services.

**Objective 6:** Create a culture of health within the county government that supports enhancing the health and wellbeing of employees and their families.

- Initiative 1: Develop a scorecard for measuring and monitoring the health of our programs that support health and wellbeing to highlight areas of success as well as those requiring improvement.

Great Government - Key Performance Measures:	
1.	Timely processing of 100% of NCFAST cases.
2.	Citizen engagement performance measures dashboard.
3.	Number of innovations submitted via the program.
4.	Number of applications/services built via open data.
5.	Grade of B or better on Prevention Partners Employee Wellness Program Evaluation.



## Growth and Sustainability

**Goal:** Establish a deliberate and realistic approach to address growth while preserving our environment and individual communities.

**Objective 1:** Implement a comprehensive approach for developing Wake County's open space, parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.

- Initiative 1: Develop a Wake County Open Space, Parks and Greenways Comprehensive Plan that evaluates current and future Wake County open space and parks' needs.
- Initiative 2: Prepare for a new parks, open space, and greenway bond referendum that will provide for more recreational opportunities and environmental education, assist in the development of a countywide interconnected greenway system, and provide additional watershed protection.

**Objective 2:** Promote sustainability efforts throughout the county.

- Initiative 1: Review and expand on Wake County's 2011 Sustainability Report.
- Initiative 2: Evaluate oversight/advisory structure to address Sustainability Initiatives; consider new advisory board or recast existing boards as needed.
- Initiative 3: Review and update 2004 Energy Design Guidelines.

**Objective 3:** Maintain protection of watershed and stream buffers.

- Initiative 1: Study issues associated with oil and gas development (including hydraulic fracturing) to ensure the protection of not only the environment but also the residents of the region.
- Initiative 2: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).

**Objective 4:** Address quality and quantity issues associated with water resources.

- Initiative 1: Review and revise water resource policies to reflect the most up to date scientific data and understanding, including groundwater use and potential septic impacts.
- Initiative 2: Promote conservation measures on farms and forest lands in current and potential water supply watersheds in Wake County.

**Objective 5:** Plan for issues associated with continued growth in Wake County.

- Initiative 1: Determine the impact that projected population growth will have upon the demand for County services.



**Growth – Key Performance Measures:**

1. Number of acres of open space preserved annually and miles of greenways built annually.
2. Review and update of sustainability efforts including the 2004 Energy Design Guidelines in partnership with Wake Tech and WCPSS.
3. Number of farmland acres preserved with conservation practices that protect natural resources.
4. Number of Water Partnership recommendations implemented in Wake County.
5. Number of county services with strategic plans in place to meet projected population growth.



## Mobility

**Goal:** Create a sustainable, regional transportation system that offers choices to meet local needs.

**Objective 1:** Develop a feasible, efficient and robust transit plan.

- Initiative 1: Prepare a transit investment plan for Wake County that includes stakeholder and citizen input. In partnership with transit stakeholders, prepare a governance structure for implementing the plan.
- Initiative 2: Position the transit investment plan for the ½ cent sales tax referendum as soon as possible.
- Initiative 3: Seek opportunities to increase collaboration between transit providers and the school system in Wake County.

**Objective 2:** Work with municipalities and other transit partners to maximize the opportunities and infrastructure around transit and bicycle/pedestrian networks.

- Initiative 1: Actively engage with partners in review of zoning and land-use in corridors and areas identified for transit.
- Initiative 2: Seek approval and cooperation by all municipalities in the NCDOT Challenge for pedestrian and bicycle safety.
- Initiative 3: Seek opportunities to integrate affordable housing in transit supported networks.

### Mobility - Key Performance Measures:

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| 1. | Successful completion and approval of a Wake County Transit Investment Plan.  |
| 2. | Collaboration and consensus among all transit partners and service providers on an implementation strategy for the Transit Investment Plan. |
| 3. | Outcome of the ½ cent sales tax referendum.   |
| 4. | Reduction in number of accidents involving bicycles and pedestrians.  |



## People, Arts and Culture

**Goal:** Apply an interdisciplinary approach to seek out and harness the strengths of our diverse community and develop policies that reflect positive values, enhance our cultural activities, support artistic expression, and improve quality of life.

**Objective 1:** Collaboratively work with public and private stakeholders to enhance, promote and appreciate Wake County's arts and culture.

- Initiative 1: Through a coordinated process together with those creating arts and cultural programming, develop a unifying, countywide brand for the promotion of arts and culture through joint marketing, calendaring and other means.
- Initiative 2: Foster collaboration with and within the arts and other cultural agencies to increase awareness of and increase opportunities for artistic and cultural activities.

**Objective 2:** Develop parks, recreation, open space and greenway opportunities for Wake County residents and visitors.

- Initiative 1: Work with WCPSS to open school grounds and share recreational resources for broader community access.
- Initiative 2: Evaluate County-owned open space property for passive recreational activities or public access, while maintaining the intent and goals of the open space program.
- Initiative 3: Partner with municipalities to expand the greenway systems.

### People, Arts & Culture - Key Performance Measures:

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| 1. | Development of a unifying countywide cultural/arts branding campaign.          |
| 2. | Increase percentage of open space available for passive recreation activities. |
| 3. | Quality of life measurements from statistically significant surveys.           |
| 4. | Analysis of participants of arts programs supported by Wake County.            |



## Public Safety

**Goal:** Provide a safe and secure community through coordinated, efficient and effective public safety services.

**Objective 1:** Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.

- Initiative 1: Coordinate public safety data collection to inform and assist public policy decisions.
- Initiative 2: Evaluate the existing state of countywide interagency coordination and cooperation and identify areas for strengthening.
- Initiative 3: Work with key stakeholders to develop a sustainable funding and resource plan for fire tax district services.

**Objective 2:** Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to prevent, mitigate and respond to emergencies related to hazardous materials.

- Initiative 1: Assess and respond to issues surrounding encroachment upon hazardous materials facilities and corridors.
- Initiative 2: Work with all county municipalities and agencies to explore establishing standardized policies.

**Objective 3:** Study and identify opportunities for enhanced public safety communications and interoperability within the county.

- Initiative 1: Work with public safety agencies within the county to develop radio system core service area and in-building coverage and interoperability standards.

**Objective 4:** Study the effects of illegal drug use, specifically heroin and other narcotics, on the community and the impacts on public safety departments and partners.

- Initiative 1: Establish coordination group of stakeholders and collect data that would inform key leaders on drug-related issues and their impact on the community.
- Initiative 2: Work with partners such as other law enforcement agencies, first responders, and the County health department, to improve public education and define county messaging parameters.

**Objective 5:** Identify strategies to improve personnel retention and workforce wellbeing in public safety departments.

- Initiative 1: Identify and develop resources to maintain the long-term physical and psychological wellbeing of public safety personnel.
- Initiative 2: Develop strategies to increase public safety personnel recruitment and retention rates.
- Initiative 3: Study and implement best practices for volunteer recruiting and utilization in fire services.

Public Safety - Key Performance Measures:	
1	Identification and completion of hazard planning for all fixed sites which meet EPA planning thresholds.
2	Adoption of Public Safety Communications standards, to include core service area coverage, in-building coverage and interoperability.
3	Develop and adopt a multi-year strategic plan to combat illegal drug use in the community.
4	Maintain a public safety workforce turnover rate below 10%.
5	Complete and adopt a comprehensive, sustainable, long-range Fire Services delivery plan.



## Social and Economic Vitality

**Goal:** Improve economic and social opportunities in vulnerable communities through strategic partnerships.

**Objective 1:** Create more affordable housing opportunities in Wake County and support efforts to reduce or end homelessness.

- Initiative 1: Work collaboratively within government, with nonprofit, education and business partners to reduce or eliminate homelessness and to improve the health and wellbeing of our most vulnerable citizens.
- Initiative 2: Work in partnership with the City of Raleigh and other municipalities and the Partnership to End Homelessness to develop a multiservice center for the homeless that will function as a point of entry for professional coordinated assessment of homeless needs.
- Initiative 3: Work with community and business partners to address outstanding needs associated with housing and providing assistance to women experiencing homelessness.
- Initiative 4: Work with partner agencies and municipalities to develop strategies to preserve and increase affordable housing options in Wake County.

**Objective 2:** Develop a comprehensive approach to addressing the needs of Wake County's most vulnerable regions and communities to improve the overall wellbeing of their residents.

- Initiative 1: Use data to define, identify and target fragile areas in Wake County. Reassess current strategies accordingly, including (a) clear definition of "fragile" areas, (b) engaging partners, (c) economic development benchmarking, and (d) funding.
- Initiative 2: Establish intergovernmental, private sector and community collaboration and commitment to a set of policies and actions that will bring near and long term improvement to conditions that affect the quality of life of residents in vulnerable communities in Wake County.
- Initiative 3: Identify and implement tailored strategies to improve economic, physical, behavioral, and environmental health in the vulnerable communities.
- Initiative 4: Examine the nexus of Healthiest Capital County, and Human Capital Development, Community Health Assessment and the pilot project to develop a collaborative neighborhood center at the Crosby-Garfield for greater outcomes for a better quality of life and economic wellbeing for low income residents. Avoid duplication of services or "reinventing the wheel" to achieve efficiencies to address unemployment and poverty.

**Objective 3:** Support collaboration among agencies, nonprofits and governments to deliver more evidence based services to our citizens.

- Initiative 1: Broaden arena of Human Capital Development.
- Initiative 2: Partner with nonprofits and local governments to identify and address issues related to hunger, food insecurity and food deserts in Wake County.

- Initiative 3: Assist Wake County’s foster children in transitioning to successful independent living after leaving the foster care program.
- Initiative 4: Identify and implement opportunities to reduce logistical barriers that prevent vulnerable populations from accessing services provided by government and nonprofits, including increasing co-location and contracting of services.

Social Vitality - Key Performance Measures:	
1.	Development of an affordable housing plan to increase the number and type of available inventory.
2.	Increase ratio of affordable housing units available per population.
3.	Establishment of a specific, shared measurement system for indicators in vulnerable communities (measures and methodology to track over time; shared and reported by government and community partners).
4.	Increase in the number of partnerships leveraged to align with measureable outcomes (population based, geography based, etc.)
5.	Number of jobs increased and workforce development opportunities created in the vulnerable areas.

