



Community Health

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

Objective CH1: 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 CH1.1: 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 CH1.2: Evaluate and develop sustainability plan for WakeBrook operations.
- Initiative CH1.3: Work with Wake Director's Group and community partners to improve coordination and integration of services and resources related to behavioral health needs, including improved utilization of 211.
- Initiative CH1.4: Leverage partnerships to enhance data sharing related to behavioral health services.
- Initiative CH1.5: Expand opportunities to provide stable housing choices to frequent users of community services through permanent supportive housing and other available tools.
- Initiative CH1.6: Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.
- Initiative CH1.7: Evaluate options to expand telemedicine for case management and other behavioral health services.

Objective CH2: Support building a "culture of health" based on the Robert Wood Johnson Foundation model for healthy communities.

- Initiative CH2.1: Improve health of populations through the development of infrastructure and education that encourages an active lifestyle.
- Initiative CH2.2: Implement a Population Health Task Force, comprised of diverse stakeholders that will develop a comprehensive Wake County Plan for a Culture of Health.
- Initiative CH2.3: Continue focus on public health in school-aged population through improved access to health services.
- Initiative CH2.4: Support efforts to share medical records between safety net providers through a common platform.
- Initiative CH2.5: Work with Community Health Needs Assessment process to support and address identified priorities.



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 ES1: ES1. Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.

- Initiative ES1.1: Improve employment opportunities in vulnerable communities by utilizing RTI research and collaborating with workforce development partners to develop programming and outreach efforts that create inclusive prosperity across Wake County.
- Initiative ES1.2: Review and revise the Wake County Shovel Ready Site Program to better support site development throughout Wake County.

Objective ES2: Leverage, coordinate and collaborate with our municipalities, nonprofit organizations, universities, capital markets, and entrepreneurs to increase opportunities and support for entrepreneurial ventures.

- Initiative ES2.1: Develop a database and communication strategy for programs and organizations in Wake County that support small business creation and entrepreneurship, highlighting those that target economically challenged and/or minority participants.

Objective ES3: Develop economic development strategies and tools that encourage responsible employment practices, environmental stewardship, affordable housing, high quality of life, and return on investments that produces societal benefits.

- Initiative ES3.1: Consider multi-criteria policy for relocation incentives.

Objective ES4: Facilitate buildout of high speed internet access in Wake County to enable coverage, speed and affordability for all citizens.

- Initiative ES4.1: Work collaboratively with stakeholders to explore opportunities to remove barriers, leverage resources and more quickly facilitate buildout of high speed internet connectivity throughout Wake County.



Education

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

Objective E1: 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 E1.1: Expand capacity and access to Pre-K programs through public private partnerships.
- Initiative E1.2: Partner with WCPSS and community agencies to reduce childhood hunger.
- Initiative E1.3. Explore expanding the number of affordable housing options adjacent to public schools to help increase diversity in schools.
- Initiative E1.4. Develop strategies to deliver early childhood services for homeless children.
- Initiative E1.5: Identify ways to support WCPSS and Wake Tech as they expand early college and CTE program opportunities throughout the county.

Objective E2: 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 E2.1: In partnership with WCPSS, 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 E2.2: Ensure jointly developed budget plan maintains a level of funding to WCPSS for local teacher supplement that allows for recruitment and retention of quality educators.
- Initiative E2.3: In partnership with WCPSS and Wake Tech, continue implementation on financing strategies to address needs identified in 7-year CIP.



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 GG1: Continue the County's strong foundation of fiscal strength to maintain the County's Aaa bond rating with all three rating agencies.

- Initiative GG1.1: 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 GG2: Find opportunities to improve the customer's experience throughout the County and treat every citizen with dignity, respect and appreciation.

- Initiative GG2.1: Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.

Objective GG3: Create strategies that promote collaboration, innovation and multi-disciplinary solutions.

- Initiative GG3.1: Partner with other urban counties/communities to improve effectiveness of lobbying efforts.

Objective GG4: Develop citizen engagement opportunities and facilitate opportunities for volunteerism/civic engagement.

- Initiative GG4.1: Continue to promote volunteer and civic engagement opportunities in Wake County.

Objective GG5: Improve effectiveness, efficiency, transparency, and responsiveness of government through innovation and technology.

- Initiative GG5.1: Build and maintain partnerships with other public and private entities to leverage resources and increase efficiencies.
- Initiative GG5.2: Identify and pursue programs, practices, technologies and other opportunities that enhance the innovation and creativity within the organization.
- Initiative GG5.3: Continue to enhance our open data program and identify opportunities for continued collaboration with our civic tech community.

Objective GG6: Create a culture of health within the county government that supports enhancing the health and wellbeing of employees and their families.

- Initiative 1: Measure and improve effectiveness of our employee health and well-being programs.

Objective GG7: Implement data-driven decision making processes and methods wherever possible across the County

- Initiative GG7.1: Establish an analytics function and resources to assist departments with obtaining and utilizing effective data analytics to solve business objectives and reach departmental goals.
- Initiative GG7.2: Establish a public-facing performance dashboard to capture, document and display key performance measures for the organization.
- Initiative GG7.3: Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.



Growth and Sustainability

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

Objective GS1: 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 GS1.1: Adopt the Wake County Parks Master Plan and the Greenways Comprehensive Plan.
- Initiative GS1.2: 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 GS2: Promote sustainability efforts throughout the county.

- Initiative GS2.1: Evaluate oversight/advisory structure to address Sustainability Initiatives.
- Initiative GS2.2: Review and update 2004 Energy Design Guidelines.
- Initiative GS2.3: Update comprehensive solid waste plan to extend the life of the landfill through recycling, technology and other related initiatives.
- Initiative GS2.4: Develop and improve strategies to promote litter reduction and improve recycling.

Objective GS3: Address quality and quantity issues associated with water resources.

- Initiative GS3.1: Direct the Water Partnership to 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 GS3.2: Maintain protection of watershed and stream buffers.
- Initiative GS3.3: Actively participate in protection of Falls and Jordan Lake through the rewrite of the Rules.
- Initiative GS3.4: Promote conservation measures on farms and forest lands in current and potential water supply watersheds in Wake County.
- Initiative GS3.5: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).

Objective GS4: Plan for issues associated with continued growth in Wake County.

- Initiative GS4.1: Determine the impact that projected population growth will have upon the demand for County services.
- Initiative GS4.2: Update and integrate Wake County's growth plans as it relates to land use and transportation systems.

Objective GS5: Guide the implementation of the Wake County Transit Plan.

- Initiative GS5.1 Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.
- Initiative GS 5.2. Continue to support and seek public participation in the development and implementation of the transit plan, including consumer experience goals and service metrics.
- Initiative GS5.3. Collaborate with municipal, community and private partners to encourage best development practices, including affordable housing, in corridors and areas identified for transit investment.
- Initiative GS5.4. Seek opportunities to increase collaboration between transit providers and the Wake County School System.
- Initiative GS5.5. Promote opportunities to maintain affordability for transit services and address needs for rural access.
- Initiative GS5.6. Evaluate opportunities for communities in need.



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 PAC1: Appreciate, encourage and foster artistic expression in Wake County.

- Initiative PAC1.1: Foster collaboration with and within the arts and other cultural agencies to increase awareness of and increase opportunities for artistic and cultural activities.
- Initiative PAC1.2: Explore support for local artists through programs like artist-in-residence, public art and partnerships.

Objective PAC2: Develop parks, recreation, and greenway opportunities for Wake County residents and visitors.

- Initiative PAC2.1: Work with WCPSS to open school grounds and share recreational resources for broader community access.
- Initiative PAC2.2: Partner with municipalities to expand the greenway systems.



Public Safety

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

Objective PS1: Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.

- Initiative PS1.1: Coordinate public safety data collection and interagency coordination to inform and assist public policy decisions and identify areas for strengthening.
- Initiative PS1.2: Implement the staffing and deployment plan for fire tax district services.

Objective PS2: 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 PS2.1: Complete a hazardous material community risk analysis (HMCRA) to evaluate identified hazardous material facilities and determine the potential risk to surrounding areas.
- Initiative PS2.2: Work with municipalities and community agencies to incorporate findings of HMCRA into established standard policies.

Objective PS3: Study and identify opportunities for enhanced public safety communications and interoperability within the county.

Objective PS4: Understand and address the effects of substance use and abuse on the community and the impacts on public safety departments and public health.

- Initiative PS4.1: Continue coordination of stakeholders that informs key leaders on drug-related issues and their impact on the community.
- Initiative PS4.2: 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.
- Initiative PS4.3: Identify public health, addiction prevention and recovery strategies to be included in the County's illegal drug policy.

Objective PS5: Develop and implement strategies to improve personnel retention and workforce wellbeing in public safety departments.

- Initiative PS5.1: Identify and develop resources to maintain the long-term physical and psychological health and wellbeing of public safety personnel.
- Initiative PS5.2: Develop and implement strategies to increase public safety personnel recruitment and retention rates.
- Initiative PS5.3: Develop timeline and begin implementation of best practices for volunteer recruiting and utilization in emergency services.

Objective PS6. Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.

- Initiative PS6.1: Evaluate and implement tools available to assist public safety personnel working in crisis management, de-escalation and mental health first aid.
- Initiative PS6.2: Work with stakeholders to identify strategies to provide interventions for at-risk school aged youth to disrupt the school-to-prison pipeline.

Objective PS7. Explore and maintain diversion opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.

- New Initiative PS7.1: Utilize data to implement programs that increase pre-trial diversion opportunities and reduce length of stay in jail.
- New Initiative PS7.2: Explore opportunities for education and job-training for detainees through community partnerships.



Social and Economic Vitality

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

Objective SEV1: Create more affordable housing opportunities in Wake County and support efforts to reduce or end homelessness.

- Initiative SEV1.1: 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 SEV1.2: Work with Wake County Affordable Housing Steering Committee and community partners to develop strategies to preserve and increase affordable housing options in Wake County.

Objective SEV2: 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 SEV2.1: Use data to develop economic, physical, behavioral, and environmental health strategies and baseline indicators at the individual, community and population level to track improvement in specific vulnerable regions of the County.
- Initiative SEV2.2: Continue to build and strengthen public-private partnerships, community collaborations, and policy changes that will improve the social and economic indicators affecting the quality of life of the residents in vulnerable communities in Wake County.
- Initiative SEV2.3: Implement the Vulnerable Communities Initiative in South East and Eastern Wake County Human Services Zones through a collaborative, neighborhood centered approach to include human capital development; health in all policies; economic development; and social well-being strategies.

Objective SEV3: Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence based services to our citizens.

- Initiative SEV3.1: Based on evaluation, target Human Capital Development strategies in specific vulnerable communities in Wake County.
- Initiative SEV3.2: Develop and implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts in Wake County.
- Initiative SEV3.3: Assist Wake County's foster children in transitioning to successful independent living after leaving the foster care program.
- Initiative SEV3.4: 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.