

2018 Board Goals - Revisions from January Retreat

Goal Area	Objective	2017 Initiative	Proposed 2018 Initiative
Community Health	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.	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.	Continue in 2018
		CH1.2: Evaluate and develop sustainability plan for WakeBrook operations.	Continue in 2018
		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.	Continue in 2018
		CH1.4: Leverage partnerships to enhance data sharing related to behavioral health services.	Continue in 2018
		CH1.5: Expand opportunities to provide stable housing choices to frequent users of community services through permanent supportive housing and other available tools.	CH1.5: Expand opportunities to provide stable housing choices to frequent users of community services through permanent supportive housing and other available tools (i.e. housing first).
		CH1.6: Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.	Continue in 2018
		CH1.7: Evaluate options to expand telemedicine for case management and other behavioral health services.	Continue in 2018
			New Initiative: CH1.8 Enhance crisis services available to Wake County residents

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Community Health	Objective CH2: Support building a "culture of health" based on the Robert Woods Johnson Foundation model for healthy communities.	CH2.1: Improve health of populations through the development of infrastructure and education that encourages an active lifestyle.	Continue in 2018
		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.	Considered complete. Reflect as an accomplishment.
		CH2.3: Continue focus on public health in school-aged population through improved access to health services.	CH2.3: Continue focus on public health in school-aged population through improved access to health services and promoting active lifestyles
		CH2.4: Support efforts to share medical records between safety net providers through a common platform.	Continue in 2018
		CH2.5: Work with Community Health Needs Assessment process to support and address identified priorities.	Continue in 2018

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Economic Strength	Objective ES1: ES1. Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.	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.	Merged ES1.1 with ES 2.1 and move under Objective 2
		ES1.2: Review and revise the Wake County Shovel Ready Site Program to better support site development throughout Wake County.	ES1.2: Enhance Wake County site readiness and infrastructure planning readiness for business development.
	Objective ES2: Leverage, coordinate and collaborate with our municipalities, nonprofit organizations, universities, capital markets, and entrepreneurs to increase opportunities and support for entrepreneurial ventures.	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.	ES 2.1: Collaborate with workforce development and regional research partners to support small business creation and entrepreneurship programming that targets economically challenged and/or minority participants throughout Wake County.
	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 produce societal benefits	ES3.1: Consider multi-criteria policy for relocation incentives.	ES3.1: Consider multi-criteria policy for economic development incentives to include work with vulnerable communities.
	Objective ES4: Facilitate buildout of high-speed internet access in Wake County to enable coverage, speed and affordability for all citizens.	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.	Continue in 2018

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Education	Objective E1: Encourage collaboration amongst a continuum of education providers in Wake County to allow for the seamless integration of strategic plans and programs that address early childhood education through post-secondary curriculum and workforce continuing education.	E1.1: Expand capacity and access to Pre-K programs through public private partnerships.	Continue in 2018
		E1.2: Partner with WCPSS and community agencies to reduce childhood hunger.	Continue in 2018
		E1.3: Explore expanding the number of affordable housing options adjacent to public schools to help increase diversity in schools.	E1.3. Explore expanding the number of affordable housing options near public schools to help increase diversity in schools.
		E1.4: Develop strategies to deliver early childhood services for homeless children.	Removed from initiatives. Staff will continue to address during implementation of E1.1
		E1.5: Identify ways to support WCPSS and Wake Tech as they expand early college and CTE program opportunities throughout the county.	Continue in 2018

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Education	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.	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.	Continue in 2018
		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.	Removed from initiatives. Staff will continue to address during implementation of E2.1
		E2.3: In partnership with WCPSS and Wake Tech, continue implementation on financing strategies to address needs identified in 7-year CIP.	E2.3: In partnership with WCPSS and Wake Tech, support a 2018 WCPSS bond referendum, and continue implementing financing strategies to address needs identified in the 7-year CIP.

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Great Government	Objective GG1: Continue the County's strong foundation of fiscal strength to maintain the County's Aaa bond rating with all three rating agencies.	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.	Removed from initiatives. Now considered routine business.
	Objective GG2: Find opportunities to improve the customer's experience throughout the County and treat every citizen with dignity, respect and appreciation.	GG2.1: Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.	Continue in 2018
	Objective GG3: Create strategies that promote collaboration, innovation and multi-disciplinary solutions.	GG3.1: Partner with other urban counties/communities to improve effectiveness of lobbying efforts.	Removed from initiatives. Now considered routine business.
	Objective GG4: Develop citizen engagement opportunities and facilitate opportunities for volunteerism/civic engagement.	GG4.1: Continue to promote volunteer and civic engagement opportunities in Wake County.	Removed from initiatives. Now considered routine business.
	Objective GG5: Improve effectiveness, efficiency, transparency, and responsiveness of government through innovation and technology.	GG5.1: Build and maintain partnerships with other public and private entities to leverage resources and increase efficiencies.	Removed from initiatives. Now considered routine business.
		GG5.2: Identify and pursue programs, practices, technologies and other opportunities that enhance the innovation and creativity within the organization.	Continue in 2018
		GG5.3: Continue to enhance our open data program and identify opportunities for continued collaboration with our civic tech community.	Removed from initiatives. Now considered routine business.

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Great Government	Objective GG6: Create a culture of health within the county government that supports enhancing the health and wellbeing of employees and their families.	GG6.1: Measure and improve effectiveness of our employee health and well-being programs.	Continue in 2018
	Objective GG7. Implement data-driven decision-making processes and methods wherever possible across the County	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.	Continue in 2018
		GG7.2: Establish a public-facing performance dashboard to capture, document and display key performance measures for the organization.	Continue in 2018
		GG7.3: Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.	Continue in 2018

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Growth and Sustainability	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.	GS1.1: Adopt the Wake County Parks Master Plan and the Greenways Comprehensive Plan.	Considered complete. Reflect as an accomplishment.
		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.	Continue in 2018
	Objective GS2: Promote sustainability efforts throughout the county.	GS2.1: Evaluate oversight/advisory structure to address Sustainability.	Considered complete. Reflect as an accomplishment.
		GS2.2: Review and update 2004 Energy Design Guidelines.	Continue in 2018
		GS2.3: Update comprehensive solid waste plan to extend the life of the landfill through recycling, technology and other related initiatives.	Update comprehensive solid waste plan to extend the life of the landfill through recycling and technology, and improve strategies to reduce litter.
		GS2.4: Develop and improve strategies to promote litter reduction and improve recycling.	Merged with GS2.3.

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Growth and Sustainability	Objective GS3: Address quality and quantity issues associated with water resources.	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.	Collaborate with the Water Partnership on One Water initiatives, including 1) revise water resource policies to reflect current scientific data and understanding, 2) protect watershed and stream buffers, 3) participate actively in protection of Falls and Jordan Lakes, and 4) promote conservation measures on lands in current and potential watersheds.
		GS3.2: Maintain protection of watershed and stream buffers.	Merged with GS3.1
		GS3.3: Actively participate in protection of Falls and Jordan Lake through the rewrite of the Rules.	Merged with GS3.1
		GS3.4: Promote conservation measures on farms and forest lands in current and potential water supply watersheds in Wake County.	Merged with GS3.1
		GS3.5: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).	Continue in 2018
	Objective GS4: Plan for issues associated with continued growth in Wake County.	GS4.1: Determine the impact that projected population growth will have upon the demand for County services.	Continue in 2018
		GS4.2: Update and integrate Wake County's growth plans as it relates to land use and transportation systems.	Continue in 2018

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Growth and Sustainability	Objective GS5: Guide the implementation of the Wake County Transit Plan.	GS5.1 Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.	Continue in 2018
		GS5.2. Continue to support and seek public participation in the development and implementation of the transit plan, including consumer experience goals and service metrics.	Continue in 2018
		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.	GS5.3. Collaborate with municipal, community and private partners to encourage best development practices in corridors and areas identified for transit investment, including serving communities in need and creating affordable housing.
		GS5.4. Seek opportunities to increase collaboration between transit providers and the Wake County School System.	Continue in 2018
		GS5.5. Promote opportunities to maintain affordability for transit services and address needs for rural access.	Promote opportunities to maintain affordability for transit services and address needs in vulnerable communities and rural areas.
		GS5.6. Evaluate opportunities for communities in need.	Merge with GS5.5

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People, Arts & Culture	Objective PAC1: Appreciate, encourage and foster artistic expression in Wake County.	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.—	Removed from initiatives. Now considered routine business.
		PAC1.2: Explore support for local artists through programs like artist in residence, public art and partnerships.	Removed from initiatives. Now considered routine business.
	Objective PAC2: Develop parks, recreation, and greenway opportunities for Wake County residents and visitors.	PAC2.1: Work with WCPSS to open school grounds and share recreational resources for broader community access.—	Removed from initiatives. Now considered routine business.
		PAC2.2: Partner with municipalities to expand the greenway systems.—	Removed from initiatives. Now considered routine business.

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Public Safety	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.	PS1.1: Coordinate public safety data collection and interagency coordination to inform and assist public policy decisions and identify areas for strengthening.	Continue in 2018
		PS1.2: Implement the staffing and deployment plan for fire tax district services.	Considered complete. Reflect as an accomplishment.
	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.	PS2.1: Complete a hazardous material community risk analysis (HMCRA) to evaluate identified hazardous material facilities and determine the potential risk to surrounding areas.	Considered complete. Reflect as an accomplishment.
		PS2.2: Work with municipalities and community agencies to incorporate findings of HMCRA into established standard policies.	Continue in 2018
	Objective PS3: Study and identify opportunities for enhanced public safety communications and interoperability within the county.	PS3: Study and identify opportunities for enhanced public safety communications and interoperability within the county.	Continue in 2018

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Public Safety	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.	PS4.1: Continue coordination of stakeholders that informs key leaders on drug-related issues and their impact on the community.	Continue in 2018
		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.	Continue in 2018
		PS4.3: Identify public health, addiction prevention and recovery strategies to be included in the County's illegal drug policy.	PS4.3: Identify public health, addiction prevention and recovery strategies to address substance abuse in the community.
	Objective PS5: Develop and implement strategies to improve personnel retention and workforce wellbeing in public safety departments.	PS5.1: Identify and develop resources to maintain the long-term physical and psychological health and wellbeing of public safety personnel.	Considered complete. Reflect as an accomplishment.
		PS5.2. Develop and implement strategies to increase public safety personnel recruitment and retention rates.	Continue in 2018
		PS5.3. Develop timeline and begin implementation of best practices for volunteer recruiting and utilization in emergency services.	PS5.3. Develop timeline and begin implementation of best practices for volunteer recruiting, retention, and utilization in emergency services.
	Objective PS6. Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.	PS6.1: Evaluate and implement tools available to assist public safety personnel working in crisis management, de-escalation and mental health first aid.	Continue in 2018
		PS6.2: Work with stakeholders to identify strategies to provide interventions for at-risk school-aged youth to disrupt the school-to-prison pipeline.	Continue in 2018

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Public Safety	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.	PS7.1: Utilize data to implement programs that increase pre-trial diversion opportunities and reduce length of stay in jail.	PS7.1: Utilize data to implement programs that increase diversion opportunities and reduce length of stay in jail.
		PS7.2: Explore opportunities for education and job training for detainees through community partnerships.	PS7.2: Continue pursuing opportunities for education and job-training for detainees through community partnerships
			New Initiative: PS7.3: Continue support for recovery (drug treatment) courts as a diversion opportunity

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Social and Economic Vitality	Objective SEV1: Create more affordable housing opportunities in Wake County and support efforts to reduce or end homelessness.	SEV1.1: Work collaboratively within government with nonprofit, education and business partners to reduce or eliminate homelessness and improve the health and wellbeing of our most vulnerable citizens.	SEV1.1: Work collaboratively with all partners to preserve and increase the County's affordable housing inventory, reduce homelessness, and improve the wellbeing of our most vulnerable citizens.
		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.	Merge with SEV1.1
	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.	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.	SEV2.1: Use and share 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.
		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.	SEV2.2: Support a higher quality of life for citizens in vulnerable Southeast and Eastern Wake County communities through community partnerships, policy changes, and County programming.
		SEV2.3: Implement the Vulnerable Communities 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.	Merged with SEV2.2

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Social and Economic Vitality	Objective SEV3: Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence-based services to our citizens.	SEV3.1: Based on evaluation, target Human Capital Development strategies in specific vulnerable communities in Wake County.	Continue in 2018
		SEV3.2: Develop and implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts in Wake County.	Continue in 2018
		SEV3.3: Assist Wake County’s foster children in transitioning to successful independent living after leaving the foster care program.	Continue in 2018
		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.	Continue in 2018