Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Community Health: Promote a~~n 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.	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.	
		CH1.2: Evaluate and develop sustainability plan for WakeBrook operations.	
		~~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.~~	Considered on-going operations.
		CH1.3 ~~4~~: Leverage partnerships to enhance data sharing related to behavioral health services.	
		CH1.4 ~~5~~: Identify and work with partners to expand ~~opportunities to provide~~ stable permanent supportive housing ~~choices~~ opportunities and services for ~~to~~ frequent users of community health services ~~through permanent supportive housing and other available tools (i.e. housing first)~~.	
		CH1.5 ~~6~~: Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.	
		CH1.6: Enhance ~~Expand~~ substance abuse treatment options.	New Initiative
		~~CH1.7: Evaluate options to expand telemedicine for case management and other behavioral health services.~~	Considered on-going operations and best practice.
		CH1.7 ~~8~~: Enhance crisis services available to Wake County residents.	
		CH1.8: Prioritize ~~Implement~~ Wake County Behavioral Health Plan ~~and~~ work objectives and develop a three year work plan ~~with partners to expand reach and services~~.	New Initiative

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Community Health *(continued)*	Objective CH2: Improve health outcomes of Wake County residents through a comprehensive approach to population health. ~~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.~~	Staff recommends removing initiative that repeats objective.
		CH2.1 ~~2~~: Continue focus on active lifestyles and ~~public health in school-aged population through~~ improved access to health services and healthy foods in school-aged populations ~~promoting active lifestyles~~.	
		CH2.2 ~~3~~: Support efforts to share medical records between safety net providers through a common platform.	
		~~CH2.4: Work with Community Health Needs Assessment process to support and address identified priorities.~~	Considered complete and merged with Population Health Task Force implementation (next initiative).
		CH2.3 ~~4~~: Prioritize ~~Support and implement~~ the Population Health Task Force Report work objectives and develop a three year work ~~Implementation~~ plan.	New Initiative
		CH2.4 ~~5~~: Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.	New Initiative

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Economic Strength: Create job opportunities for all, enhance our ~~a~~ business-friendly environment to attract, retain and support ~~grow~~ business development to ~~,~~ diversify the economic base ~~and create job opportunities for all citizens~~.	Objective ES1: Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.	~~ES1.1: Enhance Wake County site readiness and infrastructure planning readiness for business development.~~	Considered on-going operations.
	Objective ES2: Leverage~~, coordinate~~ and collaborate with partners ~~our municipalities, nonprofit organizations, universities, capital markets, and entrepreneurs~~ to increase opportunities and support for entrepreneurial ventures and existing businesses.	~~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.~~	Replacing initiative with ES2.1 and ES2.2 (next two initiatives)
		ES 2.1: Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.	New Initiative
		ES 2.2: Develop and implement strategies to support small-business creation and successful entrepreneurship.	New Initiative
	Objective ES3: Develop economic development strategies and tools that encourage socially responsible business ~~employment~~ practices, environmental stewardship, affordable housing, high quality of life and return on investments that produce societal benefits.	ES3.1: Explore a ~~Consider~~ multi-criteria policy for economic development incentives to include work with vulnerable communities.	
		ES 3.2: Create a program/mechanism to recognize businesses with socially responsible employment practices.	New Initiative
	Objective ES4: Support initiatives to reduce barriers, leverage resources and facilitate buildout of high speed internet connectivity that ~~Facilitate buildout of high-speed internet access in Wake County to~~ enables coverage, speed and affordability for all citizens.	~~ES4.1: Work collaboratively with stakeholders to explore opportunities to remove reduce barriers, leverage resources and more quickly facilitate buildout of high-speed internet connectivity throughout Wake the County.~~	Staff recommends merging objective and initiative.
	Objective ES5: Work ~~collaboratively~~ with community partners to provide robust workforce development and talent training.		New Objective

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Education: Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success ~~in a global workforce~~.	Objective E1: Collaborate with ~~the~~ our ~~Encourage collaboration amongst a~~ continuum of education providers ~~in Wake County~~ to ~~allow for~~ enable the ~~seamless~~ integration of County strategic plans and programs ~~that address early childhood education through post-secondary curriculum and workforce continuing education~~.	E1.1: Expand capacity and access to early childhood development and Pre-K programs ~~through public private partnerships~~.	
		E1.2: Partner with WCPSS and community agencies to address ~~reduce~~ childhood hunger.	
		E1.3. Identify ~~Explore expanding the number of affordable~~ workforce housing opportunities ~~options~~ near public schools ~~to help increase diversity in schools~~.	
		E1.4: ~~Identify ways to~~ Support WCPSS and Wake Tech as they expand early college and career/technical education (CTE) program opportunities ~~throughout the county~~.	Table A modified initiative to read as shown. Table B considered 2018 initiative complete.
		E1.5: Explore options to make community college more affordable to new Wake County graduates.	New Initiative (Table A)
	Objective E2: Maintain ~~Develop~~ a long-term capital plan for WCPSS and Wake Tech ~~operating and capital~~ needs that are bound by strong financial policies designed to maintain the county's AAA bond rating ~~outstanding financial position demonstrated by achievement of the highest credit ratings~~.	~~E2.1: 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 the needs of WCPSS.~~	Staff recommends merging with initiative 3.1.
		~~E2.2: 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.~~	Table A breakout group replaced 2018 initiative with E2.1 (shown below). Table B breakout group considered 2018 initiative complete.
		E2.1 ~~2~~: Implement financing strategies to address needs identified in the ~~seven year~~ Capital Improvement Plan.	New Initiative (Table A)
	Objective E3: Work with WCPSS to develop a mutually acceptable process for operating budget funding.	E3.1: ~~Work~~ Collaborate with WCPSS BOE to establish a mutually agreed-upon ~~acceptable~~ process for WCPSS local operating budget funding.	New Initiative (Table B)

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Great Government: Be ~~Promote a vision of~~ a fiscally-responsible county government that ~~is fiscally responsible~~ ~~partners with all levels of government to~~ ~~and~~ empowers, protects and serves its citizens through a culture of respect, collaboration and innovation.	Objective GG1: ~~Find opportunities to~~ Improve the ~~citizen's~~ customer's experience ~~throughout the County~~ and treat every citizen with dignity, respect and appreciation.	GG1.1: Establish guidelines for departments to use in measuring ~~citizen~~ customer satisfaction and soliciting ~~citizen~~ customer feedback.	
	Objective GG2: Improve effectiveness, efficiency, transparency, and responsiveness ~~of government~~ through innovation and technology.	~~GG2.1: Identify and pursue programs, practices, technologies and other opportunities that enhance the innovation and creativity within the organization.~~	Considered on-going operations and best practice.
		GG2.1: Live stream, record, archive and post Board of Commissioner work sessions.	New Initiative
		GG2.2: Enhance and promote innovation programs to include a focus on cost efficiencies.	New Initiative
	Objective GG3: Create a culture ~~of health~~ within the county government that supports enhancing the health and wellbeing of employees and their families.	~~GG3.1: Measure and improve effectiveness of our employee health and well-being programs.~~	Considered on-going operations and best practice.
	Objective GG4: Utilize ~~Implement~~ data-driven decision-making processes and methods wherever possible ~~across the County~~.	GG4.1: Build the ~~Establish an~~ ~~analytics function and~~ resources to assist departments with obtaining and utilizing effective data analytics to solve business objectives and reach departmental goals.	
		~~GG4.2: Establish a public-facing performance dashboard to capture, document and display key performance measures for the organization.~~	Considered on-going operations.
		GG4.2 ~~3~~: Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.	
	Objective GG5: Develop strategies to engage community members in envisioning the County's future.		New Objective

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Growth and Sustainability: Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and enhancing our quality of life ~~healthy communities~~.	Objective GS1: Implement a comprehensive approach for preserving ~~developing Wake County's~~ open space, and developing parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.	~~GS1.1: 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.~~	Complete
		GS1.1: Set priorities and implement strategies for the use of new bond funds for parks, open space, and greenways ~~bond funds~~.	New Initiative
	Objective GS2: Promote sustainability efforts throughout the county.	~~GS2.1: Review and update 2004 Energy Design Guidelines.~~	Complete
		GS2.1~~2~~: Update and implement the comprehensive solid waste plan to 1) extend the life of the landfill through recycling and technology, 2) maximize recycling, 3) reduce litter, and 4) engage the community through outreach and education~~, and improve strategies to reduce litter~~.	
	Objective GS3: Address quality and quantity issues associated with water resources.	GS3.1: 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: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).	
	Objective GS4: Develop and implement the long range transportation and land use plans. ~~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.~~	Removed. Initiative considered too broad.
		GS4.1 ~~2~~: Through completion of PLANWake, update and integrate Wake County's growth plans as it relates to land use and transportation systems plans.	
		GS4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.	New Initiative

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Growth and Sustainability *(continued)*	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.	
		~~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.~~	Complete
		GS5.2~~3~~: ~~Collaborate with municipal, community and private partners to~~ ~~E~~ncourage best development practices and create affordable housing opportunities in ~~corridors and~~ areas identified for transit improvement ~~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.~~	Complete
		GS5.3~~5~~: Expand ~~Promote~~ opportunities and implement strategies to address ~~maintain~~ affordability of transit services and ~~the address~~ needs in vulnerable communities and rural areas.	
		GS5.4: Identify and recommend ~~Encourage~~ multi-modal transportation opportunities ~~to~~ supporting the Wake County Transit Plan.	New Initiative

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Public Safety: 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.	~~PS1.1: Coordinate public safety data collection and interagency coordination to inform and assist public policy decisions and identify areas for strengthening.~~	Complete
		PS1.1: Establish a County-wide ~~level~~ standard for ~~of~~ fire service in the unincorporated areas and develop a plan to achieve and sustain agreed upon service levels ~~create long-term strategies~~.	New Initiative
	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: Work with municipalities and community agencies to incorporate findings of HMCRA into established standard policies.~~	Complete
		PS2.1: Complete hazardous materials community risk planning dissemination and training.	New Initiative
	~~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.~~	Complete
	Objective PS3~~4~~: Reduce ~~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.~~	Initiatives were removed and replaced with PS3.1 and PS3.2 (see next two rows).
		~~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.~~	
		~~PS4.3: Identify public health, addiction prevention and recovery strategies to address substance abuse in the community.~~	
		PS3.1: Identify strategies to reduce drug related recidivism.	New Initiative
		PS3.2: Increase the number of patients who are provided access and/or referral ~~navigated~~ to ~~appropriate~~ substance use treatment programs.	New Initiative

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Public Safety (*continued*)	Objective PS4 ~~5~~: ~~Develop and~~ Implement strategies to improve personnel retention and workforce wellbeing in public safety departments.	~~PS5.1: Develop and implement strategies to increase public safety personnel recruitment and retention rates.~~	Complete
		PS4.1 ~~5.2~~: Implement ~~Develop timeline and begin implementation of~~ best practices for volunteer recruiting, retention, and utilization in emergency services.	
	Objective PS5 ~~6~~. 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.~~	Replaced initiative with PS5.1 (next line).
		PS5.1. Increase the capacity and availability for CIT (Crisis Intervention Team) for all public safety personnel.	New 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.~~	Removed. Considered outside of Wake County's authority.
	Objective PS6 ~~7~~. Create ~~Explore and maintain~~ diversion and reentry 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 diversion opportunities and reduce length of stay in jail.~~	Removed. Initiative restated the objective.
		PS6.1 ~~7.2~~: Expand intervention ~~Continue pursuing~~ opportunities for education and job-training for detainees and those reentering the community through ~~community~~ partnerships.	
		~~PS7.3: Continue support for recovery (drug treatment) courts as a diversion opportunity.~~	Complete

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives (Marked)

Goal Area	Objective	Initiative	Notes from Retreat
Social and Economic Vitality: Improve economic workforce development 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.	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.	
	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 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.~~	Removed. Former initiative SEV 2.1 was combined with former initiative SEV 2.2 (next row).
		SEV2.1 ~~2~~: Develop partnerships through workforce development and the community college to support a higher quality of life for citizens in vulnerable ~~southeast and eastern Wake County~~ communities ~~through community partnerships, policy changes, and County programming~~.	
		SEV2.2: Develop and implement strategy to reduce disparities in infant death among vulnerable populations.	New Initiative
		SEV2.3: Increase mobility equity by ensuring residents have access to affordable transportation options.	New Initiative
		SEV2.4: Reduce adverse childhood experiences and increase resiliency in families and communities.	New Initiative
	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.~~	Removed
		SEV3.1 ~~2~~: ~~Develop and~~ Implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts ~~in Wake County~~.	
		SEV3.2 ~~3~~: Assist ~~Wake County's~~ foster children in transitioning to successful independent living after leaving the foster care program.	
		~~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.~~	Combined with mobile equity.

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