

# 2019 Board Goals and Initiatives Update

October 14, 2019



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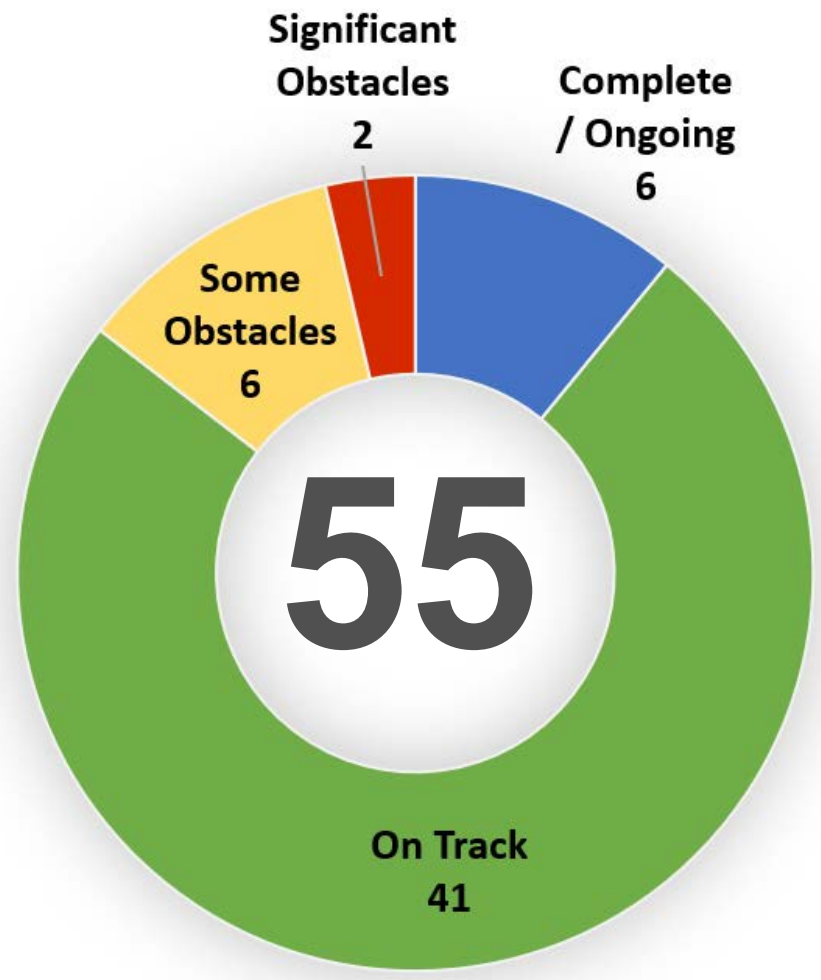








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# Background

- BOC developed draft initiatives at the January 19<sup>th</sup> Retreat
- Approved initiatives at February 18<sup>th</sup> Regular Meeting
- Staff developed workplans to begin progress on initiatives
- Regular meetings
  - Track progress
  - Identify obstacles and discuss strategies to overcome them

# Current Status Overview



Icon	Status Description
	Complete / Ongoing
	On Track
	Some Obstacles
	Significant Obstacles
	Starting Soon
	Discontinued


# Handout

- Updates for all 55 initiatives
- Includes:
  - Status Notes
  - Desired Outcome

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives								October Update
<b>Community Health</b>								
Goal: Promote a behavioral and physical health system that benefits all residents.								
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships	
Objective CH1: Support and build capacity for the treatment and management of residents who experience behavioral health challenges.	CH 1.1: 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.		Some Obstacles		Wake County has completed the transition to a internally managed behavioral health provider to assess and care for jail residents. The County has faced challenges accessing health data for jail residents.	Reduce individuals in jail with behavioral health diagnosis by 15% by July 2020		
	CH 1.2: Evaluate and develop sustainability plan for WakeBrook operations.		On Track		Staff continues quarterly meetings with UNC and WakeMed. Current funding resources are expected to maintain WakeBrook operations through FY23 of FY24. Strategies to extend operations are being explored such as additional services with higher reimbursement rates.	Develop a plan for WakeBrook supporting operations beyond 2023.		
	CH 1.3: Leverage partnerships to enhance data sharing related to behavioral health services.		Some Obstacles		Wake County applied for a grant to fund a SAS data analysis for the Familiar Faces program—unfortunately the grant was not awarded. Staff are exploring other grant funding opportunities. The Human Services Committee will receive information at a future meeting about a pilot program.	Improve health outcomes for familiar faces by 10% by July 2020	Related to CH 1.8	
	CH 1.4: Identify and work with partners to expand stable permanent supportive housing opportunities and services for frequent users of community health services.		On Track		Through the FY19 NC Housing Financing Agency tax credit process, the County has committed to support the development of 126 new Permanent Supportive Housing (PSH) units. The Housing Department issued a request for proposal (RFP) for new PSH development projects with \$8 million in one-time funding provided by the Board of Commissioners and County Manager's Office. Roadstead at Walnut Creek was given the green light by the Affordable Housing Committee on June 24th. Department staff are currently providing technical assistance to the selected developer and supportive service provider to design a PSH pilot project focused on serving the familiar faces population.	Increase individuals exiting homelessness to permanent housing by 10% by July 2020	Related to CH 1.8 & SEV 1.1	
	CH 1.5: Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.		Significant Obstacles		The State of North Carolina is currently focused on Medicaid Transformation and does not have the resources to pursue this initiative with County governments.	Improved health outcomes for formerly incarcerated people with chronic disease, mental illness and/or substance abuse disorders	Related to CH 1.8	
	CH 1.6: Enhance substance abuse treatment options.		On Track		Wake County increased operating funds for Healing Transitions in FY20. The Rapid Response program has a significant impact for those who staff are able to engage with approximately 80% staying involved with rehab programs. Staff are evaluating medically assisted treatment options in jail settings similar to services offered in Buncombe and Durham Counties.	Reduce individuals in jail with behavioral health diagnosis by 10% by July 2020	Related to PS 3.2	
	CH 1.7: Enhance crisis services available to Wake County residents.		Some Obstacles		Wake County launched a Behavioral Health Urgent Care and the Enhanced Mobile Crisis program. The Child Crisis Facility in Fuquay-Varina is at risk due to state funding cuts to Alliance.	Reduce avoidable community hospital bed days by 20% by July 2020	Related to CH 1.8 & PS 5.1	
	CH 1.8: Prioritize Wake County Behavioral Health Plan work objectives and develop a two year work plan.	★	Complete / Ongoing		Staff has moved into an "implementation" phase for each of the five focus areas. They including: Crisis Services, Access & Coordination, Criminal Justice, Familiar Faces, and Housing. The next update is scheduled for the October 28th Human Services Committee meeting and staff will share progress on the first year of implementation. The County is preparing for a spring 2020 Behavioral Health Summit to report on progress and develop priorities for the next plan.	Achieve measures identified for each focus area	Related to CH1.3, CH1.4, CH1.5, CH 1.7, CH 2.2, CH 2.3, PS 5.1, PS 6.1, & SEV 1.1	
Objective CH2: Improve health outcomes of Wake County residents through a comprehensive approach to population health.	CH 2.1: Continue focus on active lifestyles and improved access to health services and healthy foods in school-aged populations.		On Track		Wake County's Summer Food Program gained momentum this summer, engaging several new vendors, including Boston Market and Forks Cafeteria. Several experienced sites helped build the capacity for new providers and demonstrated innovative strategies including intergenerational feeding sites and mobile food delivery. Cooperative Extension trained 22 AmeriCorps/VISTA to enhance educational and hands on programming at 24 open summer food sites. Data summarizing the number of meals served from the 2019 summer is expected from DPI in November. However, Cooperative Extension staff has already begun planning for the summer of 2020.	1) Increase Summer Food Service Program meals served to 255,000, Summer 2019; 2) All schools in Wake County Public School System have a dedicated food resource; and 3) A clear set of procedures, measures and leadership for all school parties is in place and shared among partners.		
	CH 2.2: Support efforts to share medical records between safety net providers through a common platform.		On Track		Wake approved funding in July 2019 to assist Alliance Medical Ministries move to EPIC for patient information management. Alliance expects to implement EPIC in the spring of 2020.	Improve health outcomes for familiar faces by 10%	Related to CH 1.8	
	CH 2.3: Prioritize the Population Health Task Force Report work objectives and develop a three year work plan.		On Track		The Live Well Wake program continues to be developed. Subcommittees and co-chairs have been identified with training scheduled in November. Design Day, an effort to engage the community is scheduled for January 15, 2020.	Development and implementation of a Comprehensive plan to address the population health priorities identified in the Community Health Needs Assessment and Population Health Task Force Recommendations.	Related to CH 1.8	
	CH 2.4: Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.	★	On Track		Wake County was awarded a Best Babies Zone Learning collaborative opportunity aiming to reduce infant deaths in Wake County. The collaborative brings national expertise to southeast Raleigh to address social determinates of health to help babies thrive. The workgroup has four meetings scheduled between September 2019 and January 2020. A report detailing recommendations is expected in the spring of 2020.	Comprehensive plan to address healthy moms and thriving babies in Wake County, with an initial focus on the infant mortality gap for African American women and babies.	Related to SEV 2.2	
<div> <div>1 of 7</div> <div> <div>Status Key</div> <div> <div>Complete / Ongoing</div> <div>On Track</div> <div>Some Obstacles</div> <div>Significant Obstacles</div> <div>Starting Soon</div> <div>Discontinued</div> </div> </div> </div>								


Rank	Initiative	Sticky Dots
1st	E3.1: Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.	12
2nd (tie)	CH1.8: Prioritize Wake County Behavioral Health Plan work objectives and develop a three year work plan.	9
2nd (tie)	CH2.4: Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.	9
2nd (tie)	PS6.1: Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships.	9
2nd (tie)	SEV2.1: Develop partnerships through workforce development and the community college to support a higher quality of life for citizens in vulnerable communities.	9
6th (tie)	E1.1: Expand capacity and access to early childhood development and Pre-K programs.	8
6th (tie)	ES 2.1: Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.	8
6th (tie)	GS4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.	8
9th (tie)	ES3.1: Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.	7
9th (tie)	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.	7

# WCPSS Operating Budget Collaboration

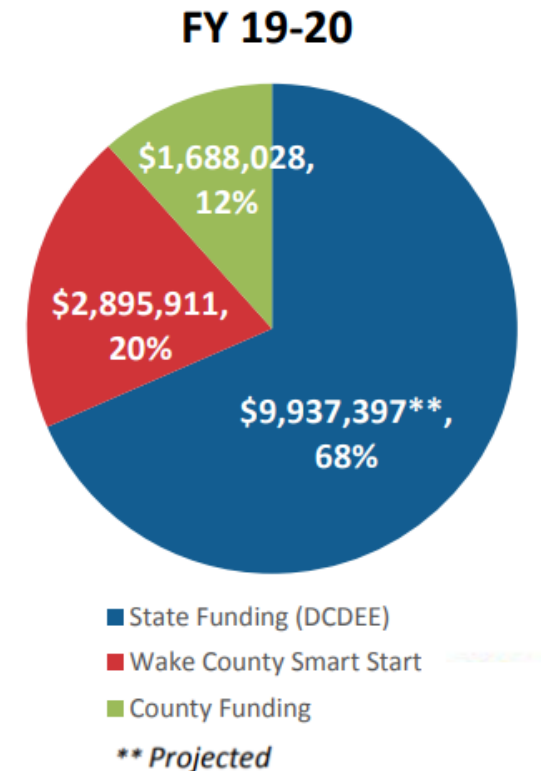
<b>E 3.1</b>	Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.	On Track	
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- Adopted Budget for FY20 included:
  - \$515.95 million – Total county operating appropriation
  - \$45 million increase
  - Operating costs for 4 new school
  - 161,030 – Assumed enrollment
- Next BOC/BOE joint meeting scheduled in November


# Early Childhood Development Programs

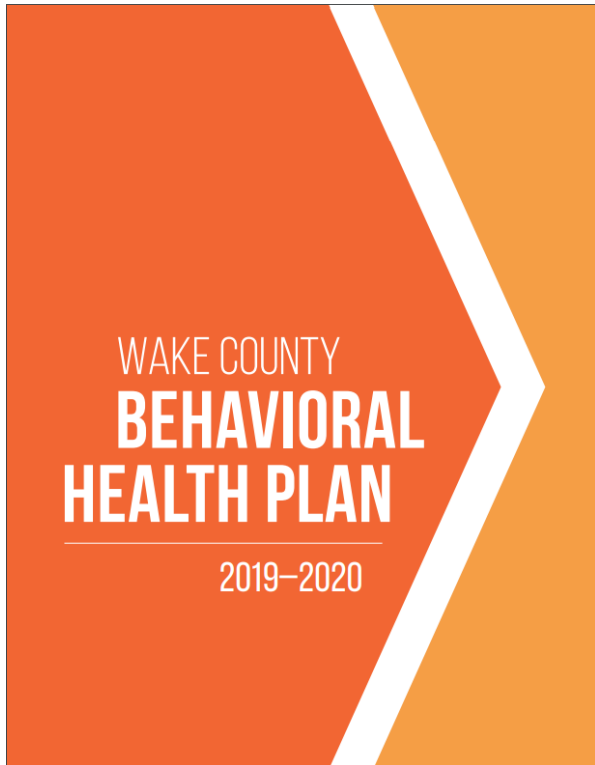
E 1.1	Expand capacity and access to early childhood development and Pre-K programs.	Some Obstacles	
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- “State of Pre-K in Wake County” Work Session in June 2019
- Wake County provided funding for 1,650 pre-K slots
- State funding may affect the actual number of slots provided
- Wake County Smart Start provides quarterly reporting to the County



# Behavioral Health Plan Implementation


<b>CH 1.8</b>	Prioritize Wake County Behavioral Health Plan work objectives and develop a two year work plan.	Complete / Ongoing	
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- Currently in implementation phase
- Human Services Committee scheduled for October 28<sup>th</sup>
- Spring 2020 Behavioral Health Summit – Report progress and develop priorities for the next plan
- Related to CH1.3, CH1.4, CH1.5, CH 1.7, CH 2.2, CH 2.3, PS 5.1, PS 6.1, & SEV 1.1




# Healthy Babies & Moms

<b>CH 2.4</b>	Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.	On Track	
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- Best Baby Zone study and learning collaborative opportunity
  - Brings national expertise
  - Address social determinates of health to help babies thrive and disparities
- Workgroup scheduled between September and January
- Report is expected in the spring of 2020

# Housing Affordability

<b>SEV 1.1</b>	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.	On Track	
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- Affordable Housing
  - \$8.1 million in gap financing through NC Housing Financing Agency (NCHFA)
  - 536 new units in Garner, Raleigh and Wake Forest
  - NCHFA tax credits for rehab and to preserve affordability for 40 units in Wendell
- Homelessness Prevention Program developed
- South Wilmington Street Homeless Veterans program launched
- Preservation Warning System under development

# Quality of Life Opportunities

SEV 2.1	Support a higher quality of life for citizens in vulnerable communities through policy changes, partnerships, workforce development and the community college.	On Track	
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- Grassroots Leadership Academy for emerging non-profits
- Crosby-Garfield (SE Raleigh) and Carver Center (Wendell) serve as anchor assets
- Community voice in master planning, Kaleidoscope, and programming selection
- NC State faculty incorporate ACE’s and protective factor education in life coaching strategies
- Recruiting 2 new program assistants and 2 new VISTA’s
- 15 employment-related activities supporting upward mobility
  - Amazon hiring events, Black Entrepreneurship Week, and City of Raleigh’s Pathways to Public Service Event

# Re-entry Education and Job Training

<b>PS 6.1</b>	Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships.	On Track	
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- Partnership includes Wake County Sheriff's Office, Capital Area Workforce Development, Wake Technical Community College, Eckerd, and Community Success Initiative.
- Two year pilot program funded by Wake County
- 2019 – 5 cohorts with 91 participants enrolled and 65 completing the program
- Post-release follow-up has been a challenge
  - Addressing by scheduling meetings before release, offering incentives, and contacting individuals who miss meetings.
  - Strategies have improved the rate of individuals

# Minority, Women and Economically-Challenged Business Support

<b>ES 2.1</b>	Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.	On Track	
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- Capital Area Workforce Development (CAWD) leads these efforts
- Key activities year-to-date
  - 58 new HUB/minority owned business accounts
  - 15 outreach/awareness activities
  - 2 CATALYST grants awarded to train existing workforces (i.e. upscale, new certifications)

# Multi-criteria Economic Development Policy

<b>ES 3.1</b>	Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.	Complete / Ongoing	
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- Upward Mobility Incentive Bonus approved on September 3, 2019
- Provides an 5% additional new tax growth to a qualifying business development grant for locating or expanding in Wake County

# Multi-criteria Economic Development Policy

- Following conditions must be met for Upward Mobility Bonus:
  - Employees receive a minimum salary of Wake County Living Wage
  - Health insurance offered to employees and dependents
  - Prohibits discrimination against applicants and employees in hiring, promotion, discharge, pay, fringe benefits, jobs training, classification, referral, and other aspects of employment on basis of race, color, religion, sex (including pregnancy and wages), national origin, age, disability, genetics, veteran status, sexual orientation, gender identity or expression, family status, or political affiliation
  - Demonstrate second change hiring practices, including removal of prior conviction checkoffs
  - Provide a minimum of forty hours of bereavement leave for employees
  - Provide a minimum of eight weeks of parental leave for employees
  - Provide a minimum of sixteen hours of volunteer leave annual for employees
  - Provide opportunities for improvement of health and wellness of employees

# County-Wide Growth Collaboration

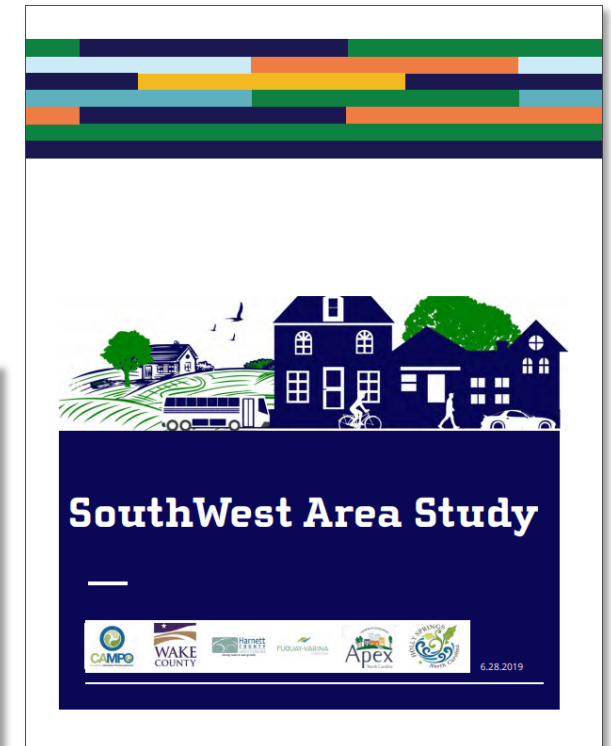
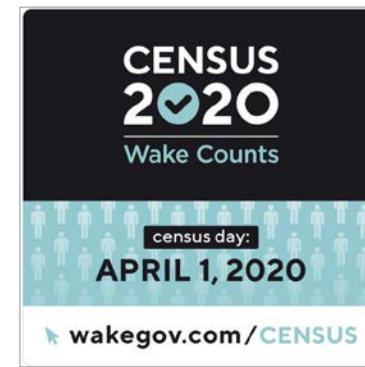
## GS 4.2

Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.

Complete /  
Ongoing

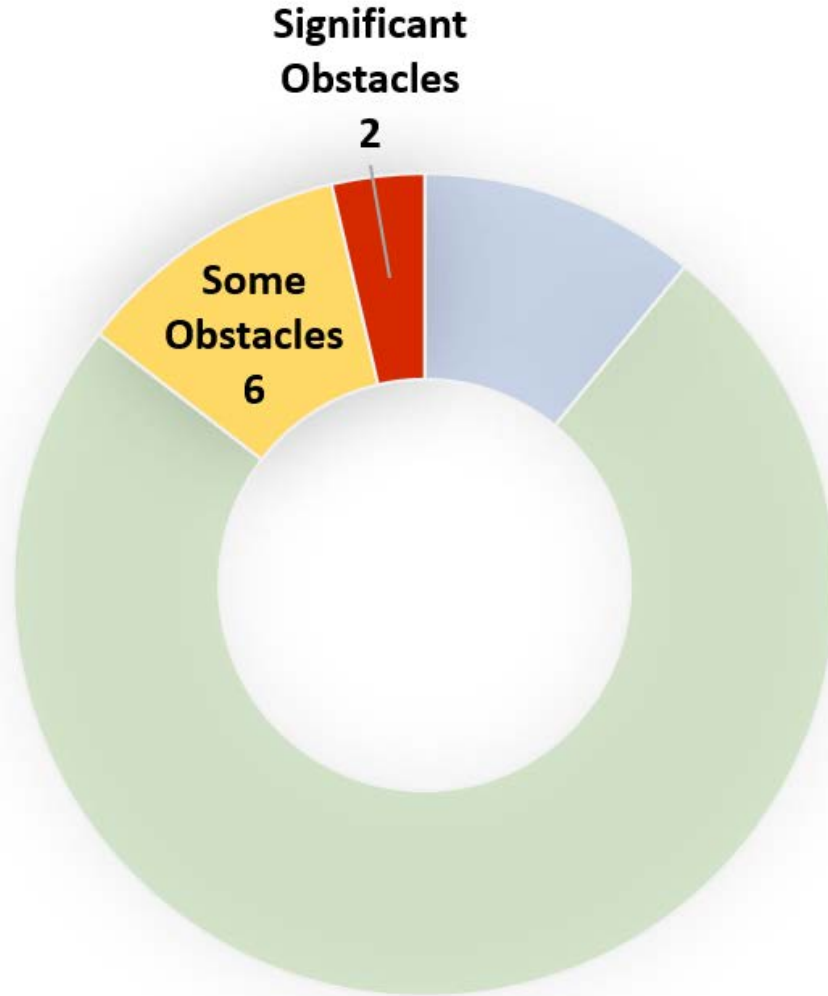


- Planning staff regularly meets with municipal planning staff
- Discuss development issues
- Collaborate on growth projects





# Obstacles



## Initiative



CH 1.1: 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.



CH 1.3: Leverage partnerships to enhance data sharing related to behavioral health services.



CH 1.5: Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.



CH 1.7: Enhance crisis services available to Wake County residents.



ES 3.2: Create a program/mechanism to recognize businesses with socially responsible employment practices.



ES 4.1: Seek legislation to expand digital infrastructure/broadband capability to the unserved and under-served areas and residents of the County.

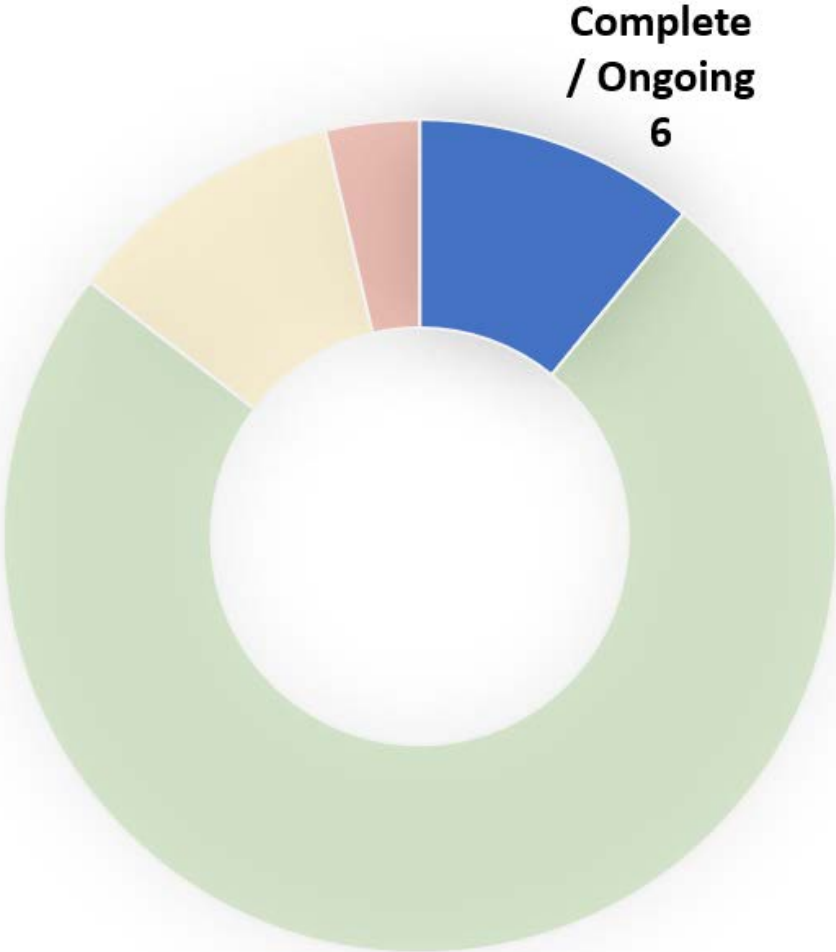


E 1.1: Expand capacity and access to early childhood development and Pre-K programs.



E 1.2: Partner with WCPSS and community agencies to address childhood hunger.

# Complete / Ongoing



Initiative	
●	CH 1.8: Prioritize Wake County Behavioral Health Plan work objectives and develop a two year work plan.
●	ES 3.1: Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.
●	E 2.1: Implement financing strategies to address needs identified in the Capital Improvement Plan.
●	GG 2.1: Live stream, record, archive and post Board of Commissioner work sessions.
●	GS 4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.
●	SEV 3.2: Assist foster children in transitioning to successful independent living after leaving the foster care program.

# Takeaways and Next Steps

- We're making progress
- Staff to refine and improve outcomes
- Methods to collect and report data
- Update the Wake County Transparency Portal



# Discussion