















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 or 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 pantries 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

Status Key

Complete / Ongoing



On Track



Some Obstacles



Significant Obstacles



Starting Soon



Discontinued



Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives							October Update
<b>Economic Strength</b> Goal: Create job opportunities for all, enhance our business-friendly environment to attract, retain and support business development and diversify the economic base.							
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships
Objective ES1: Support Wake County Economic Development's efforts to bring targeted jobs and business to Wake County.							
Objective ES2: Leverage and collaborate with partners to increase opportunities and support for entrepreneurial ventures and existing businesses.	ES 2.1: Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.	★	On Track	●	CAWFD has already exceeded or is on pace to exceed each desired outcomes for calendar year 2019. Of note, CAWFD has conducted 15 outreach/awareness activities this year serving a diverse mix of businesses and participants.	Sixty (60) new business accounts established in NCWorks and engaged in services.  Conduct (10) outreach/awareness activities by 12/31/19 – including publications, information sessions, speaking engagements.  At end of year, identify 1 business that fits criteria to recognize and nominate for Governors Award Employer Category.  CATALYST grants awarded to at least (2) eligible organizations by 12/31/19.	
	ES 2.2: Develop and implement strategies to support small-business creation and successful entrepreneurship.		On Track	●	Similar to ES 2.1, CAWFD is on pace to exceed desired outcomes in 2019. Activities associated with this initiative include: conducting small-business and entrepreneurship workshops at the NCWorks Career Center, initiate introductory and refresher meetings, uncovering areas of potential collaboration with similar agencies, and identifying potential gaps in service.	Eight (8) partner meetings conducted by December 31, 2019  Ten (10) outreach/awareness activities completed by December 31, 2019  Sixty (60) new business accounts established in NCWorks and engaged in services. Each client will have a designed Business Consultant as their primary NCWorks point of contact.  Ten (10) small business and/or entrepreneurship workshops conducted by 12/31/19	
Objective ES3: Develop economic development strategies and tools that encourage socially responsible business practices, environmental stewardship, affordable housing, high quality of life and return on investments that produce societal benefits.	ES 3.1: Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.	★	Complete / Ongoing	●	The BOC approved the Upward Mobility incentive bonus at the September 3rd BOC meeting. After qualifying for a Business Development Grant under Wake County policy, new or existing companies may be eligible for a new bonus when locating or expanding in Wake County and meeting the conditions including: 1) a Wake County living wage minimum salary, 2) health insurance to employees and dependents, 3) prohibits discrimination, 4) removes prior conviction checkoffs on applications, 5) offers bereavement, parental, and volunteer leave, and 6) offers health and wellness improvement opportunities.	Creation/revision of policy.	
	ES 3.2: Create a program/mechanism to recognize businesses with socially responsible employment practices.		Some Obstacles	●	Staff is continuing to research sample mechanism to determine a recommendation. Discussions with NCACC staff found no comparable programs. Conversations have turned to the NC League of Municipalities. Any program may require a future appropriation and consideration in a budget development process.	Creation of recognition program.	
Objective ES4: Support initiatives to reduce barriers, leverage resources and facilitate buildout of high speed internet connectivity that enables coverage, speed and affordability for all citizens.	ES 4.1: Seek legislation to expand digital infrastructure/broadband capability to the unserved and under-served areas and residents of the County.		Significant Obstacles	●	NC House Bill 431 "Fiber NC Act" would allow local governments to install dark fiber and lease to private providers. The bill entered committee and several large urban Counties were removed from the draft. No action has been taken by the NC House and no comparable bill was filed in the NC Senate. Staff believes the bill will not be adopted this session.	Include item in Wake County legislative agenda; advocate for legislation until bill is passed and signed into law.	
	ES 4.2: Identify and work with partners to enhance high speed internet connectivity options for all residents.		On Track	●	Using 2018 FCC data at the census block level, GIS staff have mapped the high-speed internet coverage for the County and determined that greater than 99% of the population has access to high-speed internet service. As incumbent providers expand their coverage areas and new providers move into the area, we anticipate that competition will continue to rise and costs for service will continue to drop.		
Objective ES5: Work with community partners to provide robust workforce development and talent training.							

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<b>Education</b> Goal: Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success.							
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships
Objective E1: Collaborate with our continuum of education providers to enable integration of County strategic plans and programs.	E 1.1: Expand capacity and access to early childhood development and Pre-K programs.	★	Some Obstacles	●	Wake County provided funding support for 1,650 pre-K slots in FY20. State funding will affect the actual number of slots provided and will be provided in October 2019. Staff has worked with Wake County Smart Start to define terms and measures associated with capacity and access. Smart Start provides County staff with quarterly reports with this information.	FY20 budget includes an additional \$500,000 funding for SmartStart to maintain current service levels at 1650 slots. SmartStart has not reported a physical waitlist during FY19.	
	E 1.2: Partner with WCPSS and community agencies to address childhood hunger.		Some Obstacles	●	WCPSS - Cooperative Extension coordinates several school-based services to address childhood hunger including: 1) pursuing dedicated food resources in each school, 2) coordinating the WCPSS pantry leadership team, 3) monitoring universal breakfast, 4) developing a response to hunger in post-secondary education settings, and 5) promoting school gardens. This year Wake County paid for the expansion of "universal breakfast" to three new schools, bringing the total schools Wake County funds to 16 (total including WCPSS funding = 28.) The focus this year is on increasing the average daily participation rate among students eligible for free and reduced-price meals; to include innovative strategies at 6-8 schools.  Community Agencies - Extension staff continue to work with WCPSS staff to increase school-based participation while expanding community agency efforts.	1) All Wake County Public Schools have dedicated food resources on site; 2) A clear set of procedures, measure, and leadership for school-based pantries are in place and shared among partners; and 3) increase the percent of students participating in Universal Breakfast.	
	E 1.3: Identify workforce housing opportunities near public schools.		On Track	●	After onboarding key positions in the Wake County Housing Affordability and Community Revitalization (HACR) Department, staff has begun building the relationships necessary to support this initiative. HACR Director Lorena McDowell presented at the September BOC/BOE joint meeting to kick start conversations among elected officials and senior staff.	Develop housing near or partnership with schools	
	E 1.4: Support WCPSS and Wake Tech as they expand early college and career/technical education (CTE) program opportunities.		On Track	●	Funding to support CTE programs at WCPSS and WTCC was approved in the FY20 operating and capital budgets. Staff is continuing to work with educators to identify additional CTE opportunities and current enrollment numbers.	Ensure all students who want to pursue technical careers are provided equal access to the appropriate educational opportunities.	
	E 1.5: Explore options to make community college more affordable to new Wake County graduates.		On Track	●	In September, WTCC President Scott Ralls shared information with the BOC about Wake Works--a proposed apprenticeship program. WTCC is working on program details and is expected to come back to the BOC this winter. Funding for the program may be considered as part of the FY21 budget process.	WakeWorks: Increase the number of students enrolling full-time in skilled trades programs through tuition assistance. A supply deficit exists for certain skill trades and the community and the goal is to increase the supply that at the same time will be provide well-paying jobs for non-bachelor degree graduates. Wake Works has moved from a scholarship program to an apprenticeship program. Wake Tech has hired a director of the program.	
Objective E2: Maintain a long-term capital plan for WCPSS and Wake Tech needs that are bound by strong financial policies designed to maintain the county's AAA bond rating.	E 2.1: Implement financing strategies to address needs identified in the Capital Improvement Plan.		Complete / Ongoing	●	The Joint Core Facilities Team collaborated to develop the FY20-26 WCPSS Capital recommendation which was approved by the School Facilities Committee in March 2019. BOC approved partial FY2020 capital appropriation for WCPSS in August 2019 with a second appropriation expected in the spring of 2020. FY2020 capital appropriation for Wake Technical Community College was approved by the BOC in September 2019.	BOC approval of CIP annually that meets the capital needs of WCPSS and Wake Tech while maintaining the fiscal strength of the County.	
Objective E3: Work with WCPSS to develop a mutually acceptable process for operating budget funding.	E 3.1: Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.	★	On Track	●	Wake County increased the budget to WCPSS by \$45.0 million in FY20; or a \$515.95 million annual appropriation. The FY20 budget included funds for the opening of 4 new schools and a projected enrollment of 161,030 (not including charter schools). WCPSS is expected to release the second month average daily membership enrollment number in October. The next BOC/BOE joint meeting is scheduled in November.	Increase transparency in construction of WCPSS operating budget; simplify process.	

Status Key

Complete / Ongoing

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On Track

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Some Obstacles

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Significant Obstacles







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Starting Soon

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Discontinued

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Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives							October Update
<b>Great Government</b> Goal: Be a fiscally-responsible county government that empowers, protects and serves its citizens through a culture of respect, collaboration and innovation.							
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships
Objective GG1: Improve the customer's experience and treat every citizen with dignity, respect and appreciation.	GG 1.1: Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.		On Track		A set of guidelines are in development and will be placed on 'theWIRE' (an internal facing website) when complete. Staff is also working to deploy survey technology solutions such as 'Microsoft Forms' to assist department in collecting feedback at a low cost. Information on how to utilize 'Microsoft Forms' will be included in the guidelines and incorporated into future staff training sessions offered by the Innovation Office.	All customer-facing county services are regularly soliciting feedback, reviewing responses, and use data to improve processes and the customer's overall experience.	
Objective GG2: Improve effectiveness, efficiency, transparency, and responsiveness through innovation and technology.	GG 2.1: Live stream, record, archive and post Board of Commissioner work sessions.		Complete / Ongoing		Wake County Board of Commissioner Work Sessions began live streaming on August 12, 2019. Meetings are streamed live on the County website and on local television stations. Video recordings are archived at <a href="https://wake.legistar.com/Calendar.aspx">https://wake.legistar.com/Calendar.aspx</a> .	Provide to County residents convenient access to Wake County Board of Commissioner regular meetings and work sessions through public television broadcasting, live webcasting, video recording and archiving.	
	GG 2.2: Enhance and promote innovation programs to include a focus on cost efficiencies.		On Track		The Wake County Innovation Office kicked off a new Brown Bag Lunch Series for County staff interested in thinking outside the box as they evaluate the operations of their business. Sessions range from behavioral economics to design thinking. More than 80 participants have registered for sessions and each offering already has a waiting list. Other highlights include exploration of new technologies including a drone demonstration and the implementation of a innovation 'case study department' at the Wake County Animal Services Center.	All County services are continually using innovative processes to examine their business practices. This examination ensures business and cost efficiencies through process reengineering and technology enhancements.	
	GG 2.3: Review and update board procedures to align with best practices for boards of commissioners.		On Track		The Board of Commissioners adopted rule changes at the September 16th regular meeting related to: 1) agenda development, 2) general public comment to accommodate electronic sign-up, 3) the order of debate, and 4) attendance at meetings. The Great Government Committee is also considering modifications to proclamations at BOC meetings, and changes to the community non-profit funding process.	Substantially update set of Board procedures that current Board members are comfortable with.	
Objective GG3: Create a culture within the county government that supports enhancing the health and wellbeing of employees and their families.							
Objective GG4: Utilize data-driven decision-making processes and methods wherever possible.	GG 4.1: Build the resources to assist departments with obtaining and utilizing effective data analytics to solve business objectives and reach departmental goals.		On Track		Wake County hired a Chief Data Officer who began work in May 2019. In short time, the position established Microsoft Power BI Desktop and Power BI Cloud as the enterprise analytics tool. To date, the County has deployed 27 Power BI Pro licenses and more than 80 connections to the cloud occurred in September; providing evidence that use of Power BI is taking hold among County departments. The Chief Data Officer also relaunched Power BI training and implemented standing office hours to assist department staff with analytics.	Increased awareness and use of data resources for decision-making.	
	GG 4.2: Establish a countywide performance management program, including guidance for departments to use for development of qualitative and useful performance metrics.		On Track		The County has reviewed and conducted experiments with technologies to aid departments in collecting, storing, and reporting key performance measures--including leveraging the CGI platform currently used for budgeting, finance, and human resources. Next steps include: learning more about CGI interfaces with Power BI (the County's enterprise analytics tool), developing test forms for data entry that can not be automated, testing reports, and developing a procedure to automate dashboard reporting.	The creation, collection, and monitoring of key performance measures and initiatives at the County, department, and service levels. Access to timely data and initiative status to inform and support decision-making.	
Objective GG5: Develop strategies to engage community members in envisioning the County's future.							

Status Key

Complete / Ongoing

On Track












Some Obstacles

Significant Obstacles

Starting Soon

Discontinued



Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives							October Update
<b>Growth and Sustainability</b>							
Goal: Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and enhancing our quality of life.							
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships
Objective GS1: Implement a comprehensive approach for preserving open space and developing parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.	GS 1.1: Set priorities and implement strategies for the use of new bond funds for parks, open space and greenways.		On Track		The BOC reaffirmed staff recommendations for the use of bond proceeds for parks, greenways, and open space during the May budget work session. Community Services department staff assisted Finance in preparation for the bond sale and are currently working to develop request for proposal (RFP) criteria for open space acquisitions and greenways partnerships.	Agreed upon plan for bond sale and project implementation	
Objective GS2: Promote sustainability efforts throughout the county.	GS 2.1: 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.		On Track		Solid Waste staff has completed components that feed into the comprehensive solid waste plan such as a landfill life extension study and the anti-litter evaluation. A scope of work for the full plan was developed in July 2019 with an anticipated completion date of June 30, 2020. Solid Waste staff is continuing to work with Wake County communities on a regional recycling message in light of recent developments in the recycling industry (i.e. countries/companies willing to receive recyclable waste).	Completed Comprehensive Solid Waste Plan by June 30, 2020, incorporating efforts landfill life extension study, anti-litter evaluation and recycling messaging effort.	
Objective GS3: Address quality and quantity issues associated with water resources.	GS 3.1: 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.		On Track		Water Quality staff has completed numerous objectives associated with the One Water initiative. Of note, Environmental Services contracted with USGS to monitor 15 wells across Wake County to begin a five year study that will result in a groundwater model. The model will help staff better understand impacts to water supply associated with development, weather conditions, and other factors. Water Quality is also coordinating a review of regional drought response plans to determine whether the County needs a plan for unincorporated areas. Finally, the County's radiological response activities have resulted in 1,110 wells tested and more than 350,000 web views (as of late September 2019).	There will be additional planning and guidance developed that will improve the efficiency of use of water resources that leads to opportunities for residents in the areas of employment, recreation and healthy lifestyle.	
	GS 3.2: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).		On Track		Staff with the Wake County Soil and Water Conversation District (SWCD) are continuing farmland preservation efforts by assisting landowners obtain easements and preservation funds, hosting the annual Keeping the Farm workshop, and promoting farmland preservation through the voluntary agricultural district (VAD) program. Currently, Wake County's Voluntary Agricultural District Program has 8,359 acres enrolled on 106 farms. New in 2019, the Wake SWCD hosted the first Hispanic Farmers and Professional Symposium in the southeastern United States providing a positive government interaction for the Hispanic community.	Increase the number of acres participating in the Voluntary Agricultural District (VAD) program and encourage consumer spending on Wake County's agriculture, equine operations, and forestry products.	
Objective GS4: Develop and implement the long range transportation and land use plans.	GS 4.1: Through completion of PLANWake, update and integrate Wake County's growth plans as it relates to land use and transportation systems plans.		On Track		The development of PLANWake is well underway and a draft plan is expected in the spring of 2020. Staff has engaged the public through outreach with stakeholders and community groups and surveys on 'Community Choice and Tradeoffs' and 'Community Priorities'. The next BOC update is anticipated in November 2019.	Completed Comprehensive Plan for Wake County jurisdiction.	
	GS 4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.		Complete / Ongoing		Planning staff in Wake County Community Services meet regularly with all municipal planning staff to discuss development issues and collaborate on growth projects. Other activities include updating the CAMPO Southwest Area Plan and facilitating the 2020 Census geographies.	Coordinated planning efforts between Wake County, municipalities, and partners.	
Objective GS5: Guide the implementation of the Wake County Transit Plan.	GS 5.1: Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.		On Track		Staff is working with the County Attorney's Office to discuss potential next steps to ensure clarity of the ILA provisions amongst Wake Transit ILA parties. Staff continues participation in project and concurrence teams to ensure that all work aligns with the ILA.	Percent of Wake Transit funded projects implemented adhering to Wake Transit ILA.	
	GS 5.2: Encourage best development practices and create affordable housing opportunities in areas identified for transit improvement.		On Track		Staff from the County Manager's Office, Community Services, and Housing and Community Revitalization continue to advocate for strategies to incorporate housing affordability in transit corridors. Staff is currently developing policies to incorporate transit proximity into development and service program descriptions.	Percent of Wake Transit Capital Investment Grant (CIG) Projects Receiving a Score Medium or Higher for FTA Criteria for Economic Development and Land Use	
	GS 5.3: Expand opportunities and implement strategies to address affordability of transit services and the needs in vulnerable communities and rural areas.		On Track		Wake County staff provides a leadership voice in the Transit Planning Advisory Committee's (TPAC) fare work group. The group is implementing a fare structure that includes fare capping and mobile payment strategies. Other projects include a micro-transit study in partnership with Fuquay-Varina and pursuing federal grant funding opportunities for transportation services in vulnerable communities and rural areas not on a fixed transit route.	Percent increase in rural trips. Percent increase in seniors using fixed route services. Percent of riders benefitting from fare capping.	Related to SEV 2.3
	GS 5.4: Identify and recommend multi-modal transportation opportunities supporting the Wake County Transit Plan.		On Track		County staff advocates for multi-modal transportation options in the design of bus stops, transfer points, and transfer stations. Transit staff are also working with Wake County Parks staff to incorporate multi-modal considerations in future greenways funding requests associated with the 2018 parks bond.	Percent increase in bike count usage; trips starting/ending at multi-modal stops	

Status Key

Complete / Ongoing









On Track

Some Obstacles

Significant Obstacles

Starting Soon

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives							October Update
<b>Public Safety</b> Goal: Provide a safe, secure and healthy community through coordinated, efficient and effective public safety services.							
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships
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.	PS 1.1: Establish a County-wide standard for fire service in the unincorporated areas and develop a plan to achieve and sustain agreed upon service levels.		On Track		Fire Services has contracted with a NCSU research affiliate ITRE/OREd to conduct a long-range density and transportation study for optimal fire station site selection. The study is approximately 60% complete and will likely carry over into 2020. Fire Services is also working with the Fire Commission's Administrative Committee to complete a community risk assessment. This group has determined the criteria and methodology, completed data collection and developed department risk profiles. Next steps are to determine standard fire response performance objectives for arrival and assembly times.	Standardized Response Objectives, Community Risk levels for all fire stations, optimized map of future station locations	
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.	PS 2.1: Complete hazardous materials community risk planning dissemination and training.		On Track		Emergency Management staff is making progress on this initiative. To date, staff has shared procedures for regional and municipal planners to obtain information if a construction or land use project is proposed in a development protection zone. GIS layers are available to help determine potential risks in their communities. Currently, Emergency Management staff are engaging first responders to evaluate facility notification capabilities during routine inspections and pre-planning visits. This topic will be a focus during the February 2020 Business Environmental Safety Training (or BEST) Conference at NCSU's McKimmon Center.	To provide risk awareness, preparedness recommendations and education to residents living within the identified hazard zones surrounding hazardous materials facilities so that; individuals and special needs facilities possess the tools and knowledge to make actionable plans in the case of an emergency.	
Objective PS3: Reduce the effects of substance use and abuse on the community and the impacts on public safety departments.	PS 3.1: Identify strategies to reduce drug related recidivism.		On Track		Wake County provides gap funding for Recovery Court--a post conviction treatment program for defendants with addiction issues serving 116 participants. Recovery Court added a medically assisted treatment (MAT) program in 2019 assisting 18 participants. Further, the Wake County Drug Overdose Prevention Coalition implementing a work plan that addresses access to naloxone, syringe exchange programs, and identifying community-based treatments that meet the needs of drug offenders.	Reduced individuals in jail with substance use disorders by 10% in July 2020	
	PS 3.2: Increase the number of patients who are provided access and/or referral to substance use treatment programs.		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 CH 1.6
Objective PS4: Implement strategies to improve personnel retention and workforce wellbeing in public safety departments.	PS 4.1: Implement best practices for volunteer recruiting, retention, and utilization in emergency services.		On Track		The Fire Commission's Volunteer Recruitment and Retention Committee secured a two year, non-monetary grant for assistance recruiting volunteer fire fighters. Assistance is provided in the form of detailed reports on volunteer demographics and strategic recruitment methods. The grant also provides media support through posters, banners, brochures, informational handouts, and media messages. To date, the effort has recruited 37 new volunteers with 23 continuing their voluntary engagement in fire protection services. The Fire Services Department was recently awarded a second grant (SAFER) to purchase personal protective equipment (i.e. turnout gear, helmets, gloves) for 50 new volunteers. This grant was accepted by the BOC in October 2019.	Increased volunteer recruitment and longer retention periods of existing volunteers.	
Objective PS5: Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.	PS 5.1: Increase the capacity and availability for CIT (Crisis Intervention Team) for all public safety personnel.		On Track		Staff has updated all materials and trained approximately 270 staff in the Wake County Sheriff's Office in law enforcement, detention, and telecommunications. Additionally, a CIT program was implemented geared toward military veterans and tailored to this population's unique needs.	Increase participation in diversion programs by 15% by July 2020	Related to CH 1.7 & CH 1.8
Objective PS6: Create diversion and reentry opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.	PS 6.1: Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships.		On Track		For calendar year 2019, the program has 5 cohorts with 91 participants enrolled, 65 have completed the program, and two successfully completed their high school equivalency (or GED) exam. The team is implementing strategies to improve post-release participation such as scheduling follow-up meetings pre-release, offering incentives, and contacting individuals who miss meetings. These strategies have improved the rate of individuals that attend follow-up meetings--which is critical for employment support.	Improved education and skills attainment coupled with a coordinated reentry process that includes employment and supportive services for offenders released from the Wake County. The increased education attainment and employment support will lead to careers that provide family supporting wages, inevitably reducing recidivism.	Related to CH 1.8

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Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives							October Update
<b>Social and Economic Vitality</b> Goal: Improve economic workforce development and social opportunities in vulnerable communities through strategic partnerships.							
Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Desired Outcome(s)	Relationships
Objective SEV1: Create more affordable housing opportunities and support efforts to reduce or end homelessness.	SEV 1.1: 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.	★	On Track	●	Wake County surpassed the FY20 new affordable housing unit goal of 500 just two months into the fiscal year. Through the FY19 NC Housing Financing Agency tax credit process, the County contributed \$8.1 million in gap funding supporting 536 new affordable housing units in Garner, Raleigh, and Wake Forest. NC Housing Financing Agency also awarded credits to rehab and preserve affordability on another 40 units in Wendell, bringing the County's total to 576 units. The Wake County Housing Department has developed a Homelessness Prevention Program meeting the October 1, 2019 target date. The South Wilmington Street Homeless Veterans program officially launched earlier this year. A Preservation Warning System is in development and expected to be operational this winter.	Show measurable progress toward decreasing homelessness and increasing affordable housing.	Related to CH 1.4 & CH 1.8
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.	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	●	Cooperative Extension & Human Services utilizes a multifaceted approach to this work: 1) enhance coaching and education for residents working to achieve upward mobility; 2) build the capacity of grassroots organizations to increase sustainability and to elevate impact; 3) support existing and aspiring entrepreneurs and small businesses to increase revenue & long-term viability; 4) elevate authentic community voice & anchor assets in each geographic zone; and 5) build positive and trusting relationships with residents and partners to support positive community change.	1) Increase community input in County policy and planning initiatives; 2) Increase number of residents participating in programs and services in pilot communities; 3) Build capacity of non-profit community partners; and 4) Youth and adult program participants demonstrate improved outcomes in education, employment, life skills, and access to healthy food.	
	SEV 2.2: Develop and implement strategy to reduce disparities in infant death among vulnerable populations.		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 CH 2.4
	SEV 2.3: Increase mobility equity by ensuring residents have access to affordable transportation options.		On Track	●	Wake County staff provides a leadership voice in the Transit Planning Advisory Committee's (TPAC) fare work group. The group is implementing a fare structure that includes fare capping and mobile payment strategies. Other projects include a micro-transit study in partnership with Fuquay-Varina and pursuing federal grant funding opportunities for transportation services in vulnerable communities and rural areas not on a fixed transit route.	Percent increase in Wake Transit and other Grant funded rural, elderly, and disabled trips.	Related to GS 5.3
	SEV 2.4: Reduce adverse childhood experiences and increase resiliency in families and communities.		On Track	●	ACEs work is a part of the Vulnerable Populations Committee of Live Well Wake with Danya Perry and Gayle Headen serving as co-chairs. Ms. Headen is the Smart Start Director with background in early childhood development and extensive experience related to ACEs. A planning grant funding request through the John Rex Endowment was declined; however a small team of community partners are seeking other funding opportunities. Additionally, staff are active participants in INTERACT's Wake County Family Justice Center initiative to help survivors of family violence and their families get the resources and support needed at one location – bringing together police officers, prosecutors, advocates, attorneys, community volunteers, and many others.	Outcomes to be determined by the Live Well Wake Vulnerable Populations Work Group	
Objective SEV3: Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence-based services to our citizens.	SEV 3.1: Implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts.		On Track	●	Cooperative Extension (CE) is working collaboratively with the Capital Area Food Network to ignite action and coordinate the efforts of multiple partners to implement strategies outlined in the comprehensive Food Security Plan. CE uses a regional planning model to mobilize residents, Human Services Advisory Councils, community partners, and municipal leaders to address priority actions. Eighty-three (83%) percent of the strategies are underway; four municipalities have adopted the plan and the Town of Apex is hosting a Food Security Forum in November. Collaborative efforts in the western and northern regions have supported innovation, specifically enhancing the expected Summer Food Service results. Additionally, efforts are underway to initiate an economic development group focused on related items identified in the plan through partnerships with the Workforce Development Board, the Greater Raleigh Chamber of Commerce, Wake Tech and private businesses. The partners look to convene by December 2019.	1) Improve healthy food access for vulnerable populations; 2) 12 Municipalities adopt food security plan and Implement action plans; and 3) Increase SFSP Meals Served to 255,000 in Summer, 2019.	
	SEV 3.2: Assist foster children in transitioning to successful independent living after leaving the foster care program.		Complete / Ongoing	●	Human Services conducted a business process efficiency exercise (LEAN) and integrated the recommendations into their child welfare social work practice. Staff has placed an emphasis on fathers. In 2019, Human Services were able to reunify 33 children with their parent(s). Of those, 16 were reunified with single fathers. Other highlights include receiving a Duke Endowment grant for home visiting and services to families; and continued success of the Youth Drop-in Center at the Hope Center. The Center serves youth between 13 and 21 with mentoring, tutoring, summer internships, LINKS Academy Nights, and sustainable support through age 25.	Reductions in time to permanency for children in foster care	