

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

Community Health

Goal: Promote a behavioral and physical health system that benefits all residents.

Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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.		Keep; work will continue into 2020.	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 1.2: 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.		Keep; work will continue into 2020.	CH 1.2: Evaluate and Develop a sustainability sustainable financial plan for to support future WakeBrook operations.
	CH 1.3: Leverage partnerships to enhance data sharing related to behavioral health services.		On Track		In October 2019, the Human Services Committee received information on the NCCARE360 opportunity; a statewide coordinated care network that connects those with identified needs to community resources. Wake County Human Services departments are currently receiving service referrals from NCCARE360 partner providers and Human Services is exploring sending referrals to outside partners. Wake County also 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.		Keep; work will continue into 2020 and beyond. Discussion needed on whether "data sharing" is defined as referrals (i.e. sharing of client information) or is it the transfer of treatment information.	CH 1.3: Leverage Wake County Human Services and our partners partnerships to enhance data sharing related to behavioral health services.
	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. The County has another 23 PSH units either awarded or pending (bringing the total PSH units to 149). 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.		Keep; work will continue into 2020 and beyond.	CH1.4: Identify and work with partners to Expand stable permanent supportive housing opportunities and services for frequent users of community health services.
	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. Wake County is also monitoring efforts to repeal the federal Medicaid Inmate Exclusion Policy (MIED) which bans Medicaid from funding the care of anyone committed to a jail, detention center or prison (unless the justice-involved person is treated outside of the jail for 24 hours or more).		Keep for policy emphasis with understanding that outcome is outside of County staff's ability to control. Consider including this initiative in the County's legislative agenda.	CH 1.5: Explore opportunities Support legislation to continue Medicaid eligibility for individuals incarcerated in County jails.
	CH 1.6: Enhance substance abuse treatment options.		Significant Obstacles		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. Obstacles affecting this initiative include the need to develop an implementation plan, coordinating efforts targeting different populations, and identifying permanent funding sources to continue existing programs.		Combine CH 1.6 and PS 3.2 (duplicative); keep PS 3.2	
	CH 1.7: Enhance crisis services available to Wake County residents.		On Track		Wake County launched a Behavioral Health Urgent Care and the Enhanced Mobile Crisis program. Due to reduced funding from the State of North Carolina, funds previously identified for a Child Crisis center in Fuquay-Varina are now used to offset Alliance operating costs.		Keep; work will continue into 2020 and beyond.	CH 1.7: Enhance Evaluate and measure the effectiveness of crisis services available to Wake County residents.
	CH 1.8: Prioritize Wake County Behavioral Health Plan work objectives and develop a two year work plan.		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 BOC received an update on the first year of implementation at the October 28th Human Services Committee meeting. The County is preparing for a spring 2020 Behavioral Health Summit to report on progress and develop priorities for the next plan.		Remove; core mission of County Manager's Office behavioral health service and is addressed through normal county operations.	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

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

Community Health (continued)

Goal: Promote a behavioral and physical health system that benefits all residents.

Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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	<div></div>	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 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, increasing consistent participation of students at those sites. The data on meals served from 2019 indicates a decline statewide. In Wake County, the number remains consistent in terms of percentage of eligible students reached and reflects an overall decline of about 200 meals. The results from partners surveys, however, reflect the strengthen of the collaboration in Wake and in 2020 additional focus in planned on mobile food delivery, intergenerational feeding sites, comprehensive activities onsite, new vendors increasing choice and quality of food as well as additional sites in the Eastern part of the County and in Garner.	<div></div>	Current work plan is focused on the summer food program. Initiative is broadly written; consider breaking initiative apart into key components such as: 1) active lifestyles 2) access to health care, and 3) healthy foods in schools	
	CH 2.2: Support efforts to share medical records between safety net providers through a common platform.		On Track	<div></div>	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.		Keep; work will continue into 2020.	No recommended revisions
	CH 2.3: Prioritize the Population Health Task Force Report work objectives and develop a three year work plan.		On Track	<div></div>	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 on January 15, 2020.		Keep; work will continue into 2020 and beyond.	CH 2.3: Prioritize the Population Health Task Force Report work objectives and Develop a three year work plan for Live Well Wake.
	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.	<div></div>	On Track	<div></div>	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.		Combine CH 2.4 and SEV 2.2 (duplicative); keep CH 2.4 Draft plan is expected in the spring of 2020.	CH 2.4: Assess existing programs and identify gaps in order to Develop and implement a comprehensive plan to support healthy babies and moms through reducing infant deaths and related disparities support healthy and thriving babies and moms.
New Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners	
							Work with DHHS and partners to successfully implement the programs and services associated with Medicaid Transformation and work with General Assembly members to fully expand Medicaid	
							Support the "Live Well Wake" Initiative as a community lead effort coming from the incorporation of the Community Health Needs Assessment and the Population Health Task Force and working to improve the health and wellbeing of all our residences.	
							Continue developing and supporting programs to reduce tobacco and vaping use or stopping users from starting in schools and within the general population.	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives								
Economic Strength								
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	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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.	★	Ongoing	●	CAWD exceeded the desired outcomes for calendar year 2019. Of note, CAWD has conducted 15 outreach/awareness activities this year serving a diverse mix of businesses and participants. The challenge in 2020 will be supplementing federal funding for business grants. CAWD is researching other grants and/or funding sources to supplement reduced federal funding.		Keep for policy emphasis	ES 2.1: Develop and implement Evaluate and measure the effectiveness of strategies to that support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.
	ES 2.2: Develop and implement strategies to support small-business creation and successful entrepreneurship.		Ongoing	●	Similar to ES 2.1, CAWD exceeded desired outcomes for 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.		Keep for policy emphasis	ES 2.2: Develop and implement Evaluate and measure the effectiveness of strategies to that support small-business creation and successful entrepreneurship.
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	●	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.		Remove	
	ES 3.2: Create a program/mechanism to recognize businesses with socially responsible employment practices.		Significant Obstacles	●	Staff is continuing to research sample mechanisms to determine a recommendation. Discussions with NCACC and the NC League of Municipalities found no comparable programs. Any program may require a future appropriation and consideration in a budget development process.	!	BOC direction needed; reaffirm or discontinue	ES 3.2: Create a program/ mechanism to recognize businesses with socially responsible employment practices.
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.		Ongoing	●	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, but will continue to advocate for local options to support the expansion of high speed internet service options.		Remove	
	ES 4.2: Identify and work with partners to enhance high speed internet connectivity options for all residents.		Ongoing	●	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.		Remove	
Objective ES5: Work with community partners to provide robust workforce development and talent training.								
New Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners	
							Explore additional steps that can be taken to foster greater gender pay equity.	
							More fully explore current goal ES4.2 (high-speed internet connectivity).	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives								
Education								
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	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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. Staff worked with Smart Start to develop multi-year projections for expanding Pre-K and presented the projections in October 2019. Smart Start requests funding for an additional 85 slots and a pilot transportation program in FY21.		Keep; work will continue into 2020 and beyond.	E 1.1: Expand-Implement funding strategies that support capacity and access to early childhood development and Pre-K programs for 85% of eligible four year old's.
	E 1.2: Partner with WCPSS and community agencies to address childhood hunger.		On Track	●	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; which has seen an increase over the first two quarters of this fiscal year, particularly in the new schools Wake County added in this fiscal year with high levels of acuity. Community Agencies - Extension staff continue to work with WCPSS staff to increase school-based participation while expanding community agency efforts for school pantries specifically with the Food Bank of Central & Eastern NC and Interfaith Food Shuttle.		Combine E 1.2 and SEV 3.1 (closely related); keep SEV 3.1 as work will continue into 2020 and beyond.	
	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.		Remove; core mission of the Housing Affordability and Community Revitalization (HACR) department and is addressed through the county's public land disposition policy.	
	E 1.4: Support WCPSS and Wake Tech as they expand early college and career/technical education (CTE) program opportunities.		Ongoing	●	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.		Remove. CTE programs are included in the Wake County Public School System annual funding request. County will consider requested increases during the budget development process.	
	E 1.5: Explore options to make community college more affordable to new Wake County graduates.		On Track	●	On January 21, 2020 the Board of Commissioners approved a Memorandum of Understanding with Wake Tech for funding tuition, fees, books and tools for students participating in the Apprenticeship Programs beginning in FY21. Wake Tech will provide staffing to support Wake County businesses participating in the program and will work to leverage state and federal funds such that County dollars will be last dollars in.		Keep; work will continue into 2020 and beyond.	E 1.5: Explore options to make community college more affordable to new Wake County graduates -Implement and measure the effectiveness of the WakeWorks apprenticeship program in partnership with Wake Technical Community College.
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.		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.	!	To be determined based on school financing discussion during the retreat. Core mission of Wake County Finance and Budget and Management Services and is addressed normal county operations (specifically through annual updates to the financial model).	No recommended revisions
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.	★	Ongoing	●	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 February 2020.	!	BOC direction needed; reaffirm or remove	No recommended revisions
New Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners	
							Develop and begin to implement a multi-year plan to increase the number of qualifying children who are able to take advantage of pre-K programs.	
							Explore and potentially implement tax check-off opportunity(ies) that taxpayers can sign up for on their tax bills. E.g., “Check this box to add \$20 to your bill that will go to fund additional pre-K opportunities for children.”	
							Collaborate with municipalities, WCPSS, and private/nonprofit stakeholders to explore and possibly develop more robust summer and track-out programs for children whose families don't otherwise have access to existing programs due to financial and other barriers.	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives									
Great Government									
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	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)	
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	<div></div>	A set of guidelines are in development and will be placed on 'theWIRE' (an internal, staff 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.		Keep; completion expected in the spring of 2020	No recommended revisions	
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	<div></div>	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 https://wake.legistar.com/Calendar.aspx.		Remove		
	GG 2.2: Enhance and promote innovation programs to include a focus on cost efficiencies.		Ongoing	<div></div>	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.		Remove; core mission of the Innovation Office (Information Services Department) and is addressed through normal county operations.		
	GG 2.3: Review and update board procedures to align with best practices for boards of commissioners.		On Track	<div></div>	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. This year, the Great Government Committee also confirmed the process for proclamations at BOC meetings, modified the Board's travel policy, approved a new submission process for community non-profit funding applications and a new online public comment registration process.		Keep; completion expected in early 2020	GG 2.3: Review and update board policies and procedures to align with best practices for boards of commissioners.	
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	<div></div>	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 45 Power BI Pro licenses and more than 281 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.		Keep; ongoing development of a data management program is expected over the next three years.	GG 4.1: Build the resources to assist departments with obtaining and utilizing effective data analytics-to-solve-business-objectives-and-reach-departmental-goals.	
	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	<div></div>	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.		Keep; ongoing development of a performance management program is dependent on the data management (GG 4.1) and expected over the next three years.	GG 4.2: 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 Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners		
							Develop and implement a direct communication or set of communications such as one or more listservs to regularly inform self-selected individuals and organizations of County news, policy decisions and service delivery highlights on selected topics (affordable housing, transportation, economic development, social and economic vitality, etc.).		

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives									
Growth and Sustainability									
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	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)	
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.		Complete	<div></div>	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 in the fall of 2019. In October 2019, the BOC reviewed request for proposal (RFP) criteria for open space acquisitions and greenways partnerships and authorized staff to proceed with an RFP process.		Remove. Staff is evaluating the open space and greenways requests for proposals. All acquisitions and grants will go to the BOC for consideration and approval.		
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	<div></div>	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).		Keep; completion expected in summer of 2020	GS 2.1: Update and implement the comprehensive solid waste plan to address waste management through 2040-4)- 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.	
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	<div></div>	<p>Water Quality staff has completed objectives associated with the One Water initiative. 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.</p> <p>The County's radiological response activities have resulted in approximately 1,200 wells tested and more than 350,000 web views. The County's response efforts are now focused on increasing the participation of lower-income households in the well water testing campaign and building a community of support by temporarily waiving water testing fees for households that meet income guidelines; providing technical assistance and training to well users at monthly meetings and; promoting awareness of radiological contaminants among the professionals that serve private well users.</p>	<div></div>	BOC direction needed. Initiative is broadly written; consider focusing the initiative on a desired outcome or break the initiative apart.	GS 3.1: Collaborate with the Water Partnership on One Water initiatives to identify a multiyear sustainable water supply,-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.	
	GS 3.2: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).		Ongoing	<div></div>	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.		Remove; core mission of the Soil and Water Conservation District and is addressed through normal county operations.		
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	<div></div>	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 last BOC update was provided in January 2020.	<div></div>	Keep; draft plan is expected in the spring of 2020. Board discussion needed on steps following completion of the comprehensive land use plan (PLANWake). Specifically, amendments needed to the Unified Development Ordinance (UDO).	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.- Update the county's comprehensive land use plan (PLANWake) to integrate Wake County's growth plans. NEW: Identify and consider amendments to the Wake County Unified Development Ordinance to integrate with the PLANWake (the updated comprehensive land use plan).	
	GS 4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.	<div></div>	Ongoing	<div></div>	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.		Remove; core mission of multiple Wake County departments and is addressed through normal county operations.		

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

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

Growth and Sustainability (continued)

Goal: Promote a behavioral and physical health system that benefits all residents.

Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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.		Some Obstacles		Staff continues participation in project and concurrence teams to ensure that all work aligns with the ILA. Wake County remains in close contact with its ILA partners and recently has expressed the BOC's desire to affirm cost share methodology for major regional projects.		Keep; work will continue into 2020 and beyond.	GS 5.1: Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.
	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. Meetings with municipal managers are expected to begin in January 2020.		Keep; work will continue into 2020 and beyond.	No recommended revisions
	GS 5.3: Expand opportunities and implement strategies to address affordability of transit services and the needs in vulnerable communities and rural areas.		Some Obstacles		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. A micro-transit study in partnership with Fuquay-Varina is complete and the County is and pursuing Wake Transit and federal grant funding opportunities for transportation services in vulnerable communities and rural areas not on a fixed transit route.		Combine GS 5.3 and SEV 2.3 (duplicative); keep GS 5.3	GS 5.3: Expand opportunities and Implement strategies to address transit affordability of transit services and equitable mobility the needs in vulnerable communities and rural areas.
	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. Wake County Parks staff has incorporated multi-modal considerations for the 2018 parks bond greenways RFP.		Keep; work will continue into 2020 and beyond.	No recommended revisions
New Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners	
							Implement the Open Space, Parks and Greenway Bond by working with Commissioners and municipal partners to prioritize and identify opportunities and leverage resources.	
							Promote sustainability efforts by supporting initiatives to address climate change, expanding ecosystems of native species and by supporting local food initiatives.	
							Provide a clean and abundant water supply for Wake County residence by supporting the current ground water study to determine the ground water supply and supporting clean and safe wells for drinking water through education and testing, with an emphasis toward equity.	

Status Key

Complete / Ongoing







On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives								
Public Safety								
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	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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.		Some Obstacles		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 carry over into 2020. Fire Services is also working with the Fire Commission's Administrative Committee to complete the development of a county-wide response standard. This group has determined the criteria and methodology, completed data collection and developed department risk profiles. The next steps are to determine standard fire response performance objectives for arrival and assembly times.		Keep; work will continue into 2020 and beyond.	No recommended revisions
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.		Remove; core mission of Fire Services and is addressed through normal county operations.	
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.		Some Obstacles		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. For obstacles, Wake County is seeking a willing partner in the Sheriff's Office who will prioritize these efforts.		Keep; work will continue into 2020 and beyond.	PS 3.1: Identify -Implement strategies to reduce drug related recidivism.
	PS 3.2: Increase the number of patients who are provided access and/or referral to substance use treatment programs.		Significant Obstacles		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. Obstacles affecting this initiative include the need to develop an implementation plan, coordinating efforts targeting different populations, and identifying permanent funding sources to continue existing programs.		Combine CH 1.6 and PS 3.2 (duplicative); keep PS 3.2	No recommended revisions
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 in 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.		Keep; work will continue into 2020.	PS 4.1: Implement best practices for volunteer recruiting, retention, and utilization in emergency services.
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.		Ongoing		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.		Remove; core mission of the Wake County Sheriff's Office and is addressed through normal county operations.	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives								
Public Safety <i>(continued)</i>								
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	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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 7 cohorts with 122 participants enrolled, 90 have completed the program, and 48 are enrolled in a high school equivalency program. 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. For the life of the program, 36 successful participants (who completed the program) have been released for a year or more. Twenty-nine of the 36 participants (or 81%) were been convicted of a new crime within a year of release.	!	Keep; BOC direction needed if there are concerns on cost effectiveness of the programs.	PS 6.1: Evaluate and measure the effectiveness of Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships .
New Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners	
							Work with and through the Local Emergency Planning Committee to improve communications and preparedness related to hazardous materials risks and potentially hazardous sites.	
							Peer counselors in Detention Center with letter writing	
							Develop strategies and programs to reduce recidivism including but not limited to 1) Peer Support Councilors, 2) Medications (Including MAT) and Prescriptions upon release, 3) 30 Day Transit passes and 4) Connections to housing, employment and health care opportunities.	
							Update on police training facility	
							Overdose mapping software	
							Develop and enact a plan to systematically address behavioral health challenges (PTSD, etc.) encountered by firefighters and other first responders, particularly those associated with on-the-job stressors/experiences.	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

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

Social and Economic Vitality

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

Objective	Initiative	2019 Priority	2019 Status	Status Indicator	Status Notes	Discussion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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 County has another 206 units either awarded or pending (bringing the total units to 782). The South Wilmington Street Homeless Veterans program officially launched earlier this year. In November 2019, the County rolled out the 'Wake Prevent!' program which provides financial assistance to people teetering on the edge of financial stability and before they enter homelessness. A Preservation Warning System is in development and expected to be operational this winter.	!	BOC direction needed. Initiative is broadly written; consider breaking initiative apart into key components such as: 1) affordable housing, 2) reducing homelessness, and 3) wellbeing of vulnerable populations.	SEV 1.1: Work collaboratively with all partners to preserve and increase and preserve the County's affordable housing inventory by 2,500 units over 5 years, reduce homelessness, and improve the wellbeing of our most vulnerable citizens.
	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 and 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 and long-term viability; 4) elevate authentic community voice and anchor assets in each geographic zone; and 5) build positive and trusting relationships with residents and partners to support positive community change.		Keep; work will continue into 2020 and beyond.	No recommended revisions
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 2.2: 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.		Combine CH 2.4 and SEV 2.2 (duplicative); keep CH 2.4	
	SEV 2.3: Increase mobility equity by ensuring residents have access to affordable transportation options.		Some Obstacles	●	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. A micro-transit study in partnership with Fuquay-Varina is complete and the County is and pursuing Wake Transit and federal grant funding opportunities for transportation services in vulnerable communities and rural areas not on a fixed transit route.		Combine GS 5.3 and SEV 2.3 (duplicative); keep 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.	!	Keep; work will continue into 2020 and beyond. Consider whether to 1) include this with a broader "Live Well Wake" plan initiative; or 2) maintain as a separate initiative.	No recommended revisions

Status Key

Complete / Ongoing



On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued

Wake County Board of Commissioners - 2019 Goals, Objectives, and Initiatives								
Social and Economic Vitality <i>(continued)</i>								
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	Discusion Needed	Recommendations	Staff Proposed Revisions (if applicable)
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 three others are considering adoption and/or aligned actions. Collaborative efforts in the western and northern regions have supported innovation, specifically enhancing the experience for Summer Food Service participants. Additionally, 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 convened twice in 2019. For 2020, there is a growing demand to address hunger among our Seniors and to activate related items in the Food Plan using an integrated approach to include housing and transportation as well.		Combine SEV 3.1 and E 1.2 (closely related); keep SEV 3.1 as work will continue into 2020 and beyond.	SEV 3.1: Implement a-the comprehensive Wake County Food Security Plan and measure the effectiveness of programs to identify and address issues related to hunger, food insecurity and food deserts.
	SEV 3.2: Assist foster children in transitioning to successful independent living after leaving the foster care program.		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.		Remove; core mission of the Human Services department and is addressed through normal county operations.	
New Initiative Proposals from Commissioners							New Initiatives Proposals from Commissioners	
							Currently out of shelter space for families with children. If a single mom has a son over 12 he has to be separated from the rest of the family usually go to Haven House.	
							Convene municipalities to develop a formal, branded, joint plan to tackle affordable housing challenges. Local government entities might then adopt the "Wake Housing Compact" (or whatever) by adopting the same set of initiatives/goals.	
							Explore opportunities to create and expand programs supporting the first 1,000 days of life for newborns giving them the best opportunity for a healthy future.	
							Implement/expand on strategies that create greater food security among seniors.	
							Age at Home Program - We currently have some services but no single vision or plan	
							Explore weatherization incentives and programs that will save homeowners money and decrease energy usage.	
							Support the Arts and a Vibrant Creative Class by partnering with municipalities, non profits and the business community	

Status Key

Complete / Ongoing

On Track

Some Obstacles

Significant Obstacles

Planning

Discontinued