

2020 Board Goals, Objectives & Initiatives



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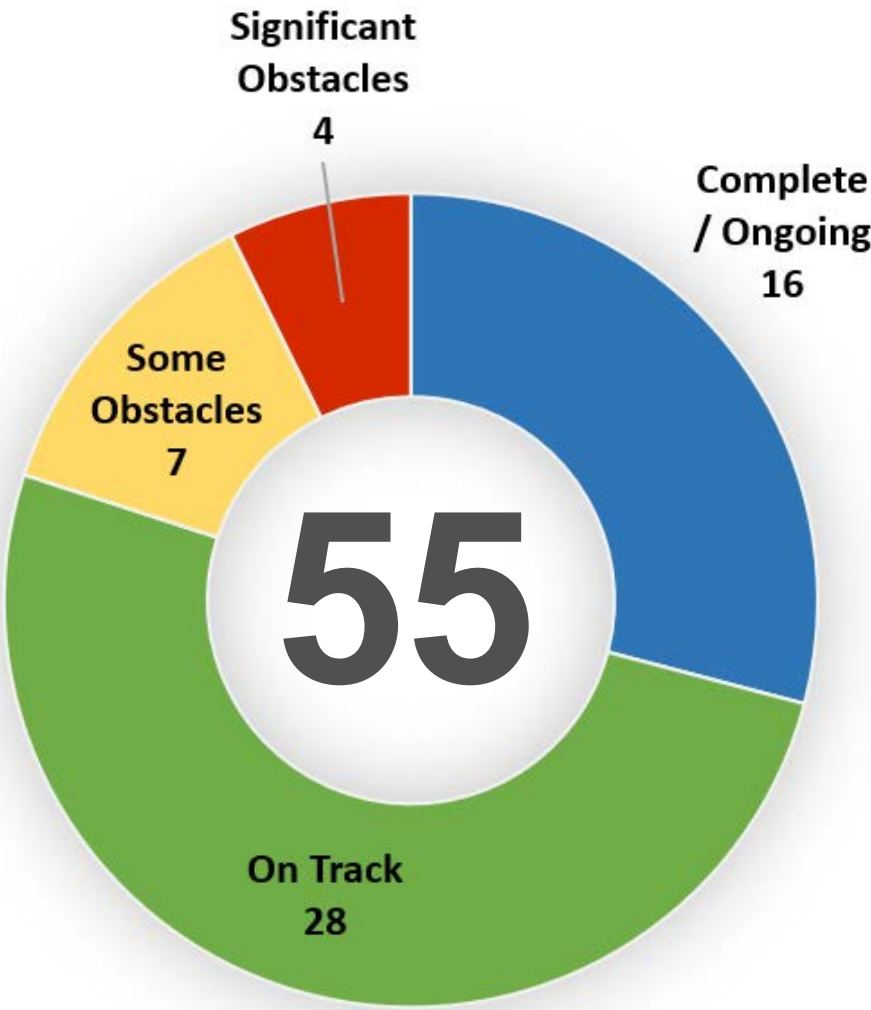
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Today We'll Discuss


- Briefly recap the February 7th retreat
- Review specific items for feedback
- Recommendation on 2020 prioritization exercise
- Discuss next steps

Starting Point – 2019 Results

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



On the Day of the Retreat...

<div> Education</div> <div>Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success.</div>		
Objective / Initiative	Recommendation / Revisions	Notes
E1: Collaborate with our continuum of education providers to enable integration of County strategic plans and programs. ● E 1.1 - Early Childhood Development Programs Expand capacity and access to early childhood development and Pre-K programs.	<div>Keep</div> <div>Keep w/ Change</div>	<div>New</div>
● E 1.2 - Childhood Hunger Partner with WCPSS and community agencies to address childhood hunger.	<div>Combine and move to SEV - 3.1</div>	<div>New</div>
● E 1.3 - Workforce Housing near Public Schools Identify workforce housing opportunities near public schools.	<div>Remove</div>	<div>Staff Will craft language that is unambiguous</div>
● E 1.4 - Early College and Career/Technical Education Support WCPSS and Wake Tech as they expand early college and career/technical education (CTE) program opportunities.	<div>Remove</div>	<div>New</div>
● E 1.5 - Community College Affordability Explore options to make community college more affordable to new Wake County graduates.	<div>Keep</div>	<div>Implement and measure the effectiveness of the WakeWorks apprenticeship program in partnership with Wake Technical Community College.</div>
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 - WCPSS and WTCC Capital Improvement Plan Implement financing strategies to address needs identified in the Capital Improvement Plan.	<div>Keep</div>	
E3: Work with WCPSS to develop a mutually acceptable process for operating budget funding. ● E 3.1 - WCPSS Operating Budget Collaboration Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.	<div>Remove</div>	

- Clarifying questions:
 - What problem are we trying to solve?
 - What role does the county have in this policy issue?
 - What outcome do we want to achieve?
 - Is the outcome specific and measurable?
 - What are the county's highest priorities?
- Updates
 - 11 objective revisions
 - 20 initiatives were removed or merged
 - 12 new initiatives proposed

Further Refinement

- Staff continued the process by:
 - Drafting language on new items
 - Reviewing and “fine tuning” each objective and initiative
 - Build clarity and focus for staff implementation
- Purposeful effort to incorporate the Board’s consensus and direction into draft language.

Track Changes

- Packet includes:
 - “Marked” draft
 - ~~Red Text~~ – Retreat deletions
 - Blue Text – Retreat additions
 - ~~Green Text~~ – Staff edits after retreat
 - “Clean” draft assumes all edits are accepted

Goal	Objective	Priority	Initiative	Notes
Economic Strength: Create job opportunities for all, enhance our business-friendly environment to attract, retain and support business development and diversify the economic base.	ES1: Support Wake County economic development's efforts to bring targeted jobs and businesses to Wake County.			BOC recommended removing objective; staff requests the BOC reconsider for performance reporting purposes.
	ES2: Leverage and collaborate with partners to increase opportunities and support for entrepreneurial ventures and existing businesses.		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 people.	
			ES 2.2: Develop and implement Evaluate and measure the effectiveness of strategies to that support small-business creation and successful entrepreneurship.	
	ES3: Develop economic development strategies and tools that encourage socially responsible business practices and the creation of healthy workplaces; environmental stewardship; affordable housing; high quality of life and return on investment that produce societal benefits.		ES 3.1: Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.	
			ES 3.1- ES 3.2 : Create a program mechanism platform to encourage and facilitate recognize businesses with socially responsible employment practices.	Workplan will include gender pay equity when defining "socially responsible employment practices". The workplan will identify Wake County as a leader employer best practices and highlight enacted policies for others to use as an example.
		★	ES 3.2: Explore options to identify and increase opportunities for minority-owned enterprises seeking to do business with Wake County.	
	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.	Broadband infrastructure will be considered in the county's legislative agenda.
			ES 4.2: Identify and work with partners to enhance high speed internet connectivity options for all residents.	
	ES4-ES6: Work with community partners to provide robust workforce development and talent training.			BOC recommended removing objective; staff requests the BOC reconsider for performance reporting purposes.

Feedback on Specific Items



Economic Strength – Objectives

- BOC recommended removing two objectives
 - ES1: Support ~~Wake County~~ economic development's efforts to bring targeted jobs and business to Wake County.
 - ~~ES4-ES5~~: Work with community partners to provide robust workforce development and talent training.
- Staff requests that BOC reconsider removal and include staff edits
 - Will tie reporting and performance indicators to Economic Strength goal.



Economic Strength – Wake Co Job Investments

Company	BOC Approval	Required Investment	Required Jobs
Citrix	1/1/2017	\$ 5,000,000	360
Inc Research	2/6/2017	37,980,000	495
Credit Suisse #2	6/5/2017	50,000,000	250
Trilliant	6/19/2017	1,812,000	130
Conduent	1/2/2018	2,700,000	25
Arch Capital Management	8/20/2018	11,610,000	329
InfoSys	9/5/2018	5,000,000	25
Schmalz, Inc.	9/3/2019	10,550,000	62
Xerox	9/16/2019	5,000,000	600
Microsoft	1/6/2020	50,000,000	500
TOTAL		\$ 179,652,000	2,776



Education – Arts & Culture Objective

- Objective E4: Support inclusive cultural and artistic programs that broaden perspectives and enrich everyday experiences.
- Current activities include:
 - Annual Community Funding Process (Marbles, NC Symphony, & United Arts)
 - Major Facilities interlocal agreements (Performing Arts Center's capital maintenance through Raleigh's 85% distribution)
 - Major Facilities small project awards (NC Museum of Art Park Expansion & Wake Forest Renaissance Center)
 - Public Arts Policy
 - Two art projects in fabrication (Fuquay-Varina and Morrisville Community Libraries)
 - One art project in planning (Beech Bluff County Park)



Public Safety – Revision

2019 Versions

- Objective PS3: Reduce the effects of substance use and abuse on the community and the impacts on public safety departments.
- 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.

2020 Revision

- Objective PS3: Reduce recidivism and barriers to success for incarcerated persons through substance abuse treatment, diversion and reentry programs.

A stylized, light blue map of Wake County is centered in the background of the slide. The map shows the county's irregular shape with various internal boundaries.

Initiative Prioritization

Prioritization Background

- Created out of necessity
 - High number of initiatives in prior years
 - Provided clarity on the highest priorities
 - Lacked a staff-led process to track and monitor progress
- Feb 7th retreat
 - BOC identified 47 initiatives
 - 15 nominated for a “final” prioritization exercise
 - Final prioritization is no longer required to provide clarity

2020 Priorities

- | | |
|--------|--|
| CH 1.4 | Enhance the availability and diversification of substance abuse treatment options. |
| CH 2.2 | Consolidate the Community Health Needs Assessment and Population Health Task Force recommendations into the Live Well Wake community collaborative. The collaborative will develop a multi-year plan to improve health and well-being. |
| CH 2.3 | Develop and implement a comprehensive plan to enhance the health outcomes for babies and moms. Use best practices to reduce infant deaths and related disparities. |
| ES 3.2 | Explore options to identify and increase opportunities for minority-owned enterprises seeking to do business with Wake County. |
| E 1.1 | Implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four year olds. |
| E 1.3 | Identify and support WCPSS efforts to improve the educational outcomes for students affected by homelessness. |
| GG 5.1 | Explore and develop strategies to improve community engagement. |

2020 Priorities *(continued)*

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|---------|--|
| GS 3.1 | Collaborate with the Water Partnership on One Water initiatives to identify a multiyear sustainable water supply. |
| GS 5.1 | Monitor and oversee the transit governance interlocal agreement. |
| GS 5.2 | Identify opportunities to create affordable housing along transit corridors by leveraging public land. |
| PS 3.1 | Implement strategies to reduce drug related recidivism. |
| PS 4.2 | Continue programs and evaluate strategies that support public safety employees affected by traumatic on-the-job experiences. |
| SEV 1.1 | Implement the Wake County Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024. |
| SEV 1.3 | Convene municipal elected officials to identify strategies for increasing county-wide affordable housing supply. |
| SEV 3.1 | Implement the comprehensive Wake County Food Security Plan and measure the impacts of county-resourced efforts. |

Next Steps

- Consider approval at the March 16th BOC Meeting.
- Staff will then develop and implement work plans.
- Update the Wake County Transparency Portal and continue to track and post metrics throughout the year.





Discussion