

Wake County Board of Commissioners
Board Retreat
January 19, 2019
8:30 a.m. - 5:00 p.m.
NC Museum of Art

Commissioners Present:

Jessica Holmes, Chair
Greg Ford, Vice Chair
Vickie Adamson
Matt Calabria
Susan Evans
Sig Hutchinson
James West

Staff Present:

David Ellis, County Manager; Johnna Rogers, Chief Operating Officer; Bill Greeves, Chief Information and Innovation Officer; Derwick Paige, Chief Community Development Officer; Emily Lucas, Chief Financial Officer; Scott Warren, County Attorney; Denise Foreman, Assistant County Manager; Chris Dillon, Assistant County Manager; Jason Horton, Strategic Performance Director; Denise Hogan, Clerk to the Board; Yvonne Gilyard, Deputy Clerk to the Board; Ben Canada, Assistant to the County Manager and Nicole Kreiser, Assistant County Manager.

Other Staff Present:

Dara Demi, Communications Director; Joseph Threadcraft, Environmental Services Director; Michelle Venditto, Budget Director; Heather Drennan, Assistant Budget and Management Services Director; Nick Campasano, Fire Services Director; John Higgins, Information Technology Director; Regina Petteway, Human Services Director; Lorena McDowell, Director of Housing; Jose Cabanas, Director, Emergency Medical Services; Frank Cope, Director, Community Services; Mark Forestieri, Director, Facilities, Design and Construction; Michael James, Senior Budget and Management Analyst; Tammy DePhillip, Budget and Management Analyst; Paarth Mehta, Budget and Management Analyst; Michael Gammon, Budget and Management Analyst; Margaret Murphy, Budget and Management Analyst; Michelle Burgess, Budget and Management Analyst; Aaron Brown, Budget Intern; Sharon Peterson, Long Range Planning Administrator; Bill Shroyer, Senior Geographic Analyst; and John Hamlin, Communications Specialist

Others Present:

Mr. George Alwon, Raleigh Consulting, facilitator for the retreat.

Welcome and Overview of the Retreat

Chair Holmes said she was excited about discussing board goals. She said that in speaking with her colleagues that social determinants of health, supporting the school system and building the quality of life are important to the goals of the board. She said that the board will focus on the status of goals to complete additional projects.

Mr. David Ellis, County Manager, said that at last year's retreat, the board refined the goals. He said that results achieved last year will be discussed. He said the "recipe for success" has been provided by board members. The board will help narrow the results and continue the "recipe." He asked board members to clarify initiatives and problems that need to be solved. He encouraged board members to continue the dialog on the initiatives from last year. He said that he is looking forward to developing the work plan for the coming year.

Mr. Ellis introduced Mr. Derwick Paige, Chief Community Vitality Officer, that has recently joined the Wake County in the Manager's Office. He said that he is looking forward to working with him and said that he would assist in facilitation of the breakout groups.

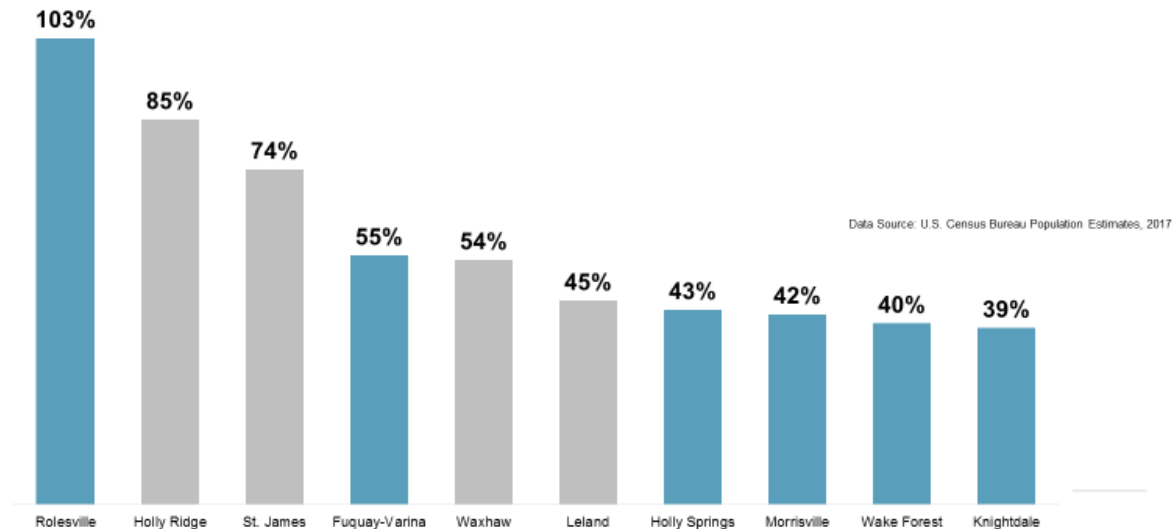
Demographics Overview

Ms. Sharon Peterson, Wake County Long Range Planning Administrator, said that she and Mr. Bill Shroyer, Wake County Senior Graphic Information Services Analyst, would share Wake County demographics and other important statistics. She said Wake County is the second fastest growing county in North Carolina and the population is the second largest. She said that there are 3,142 counties in the United States. Wake County is the 44th largest county in the United States with the population over a million and the 4th largest county with 15 percent growth since 2010. She said the 2017 Census data indicates that there are 1,072,203 residents in Wake County.

Ms. Peterson shared a bar chart of the six top ten fastest growing municipalities located in Wake County.

Six of the top ten fastest-growing municipalities are located in Wake County

Municipal population growth rates, 2010-2017



She shared the Wake County Population Growth Trend.

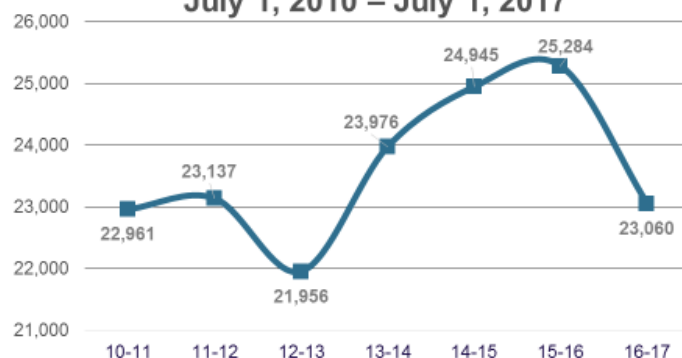
Wake Population Growth Trend

2000 – 2010

Wake's population grew by more than **273,000**

□ **27,000** per year

Annual Population Growth
July 1, 2010 – July 1, 2017



165,300 total growth **23,600** per year

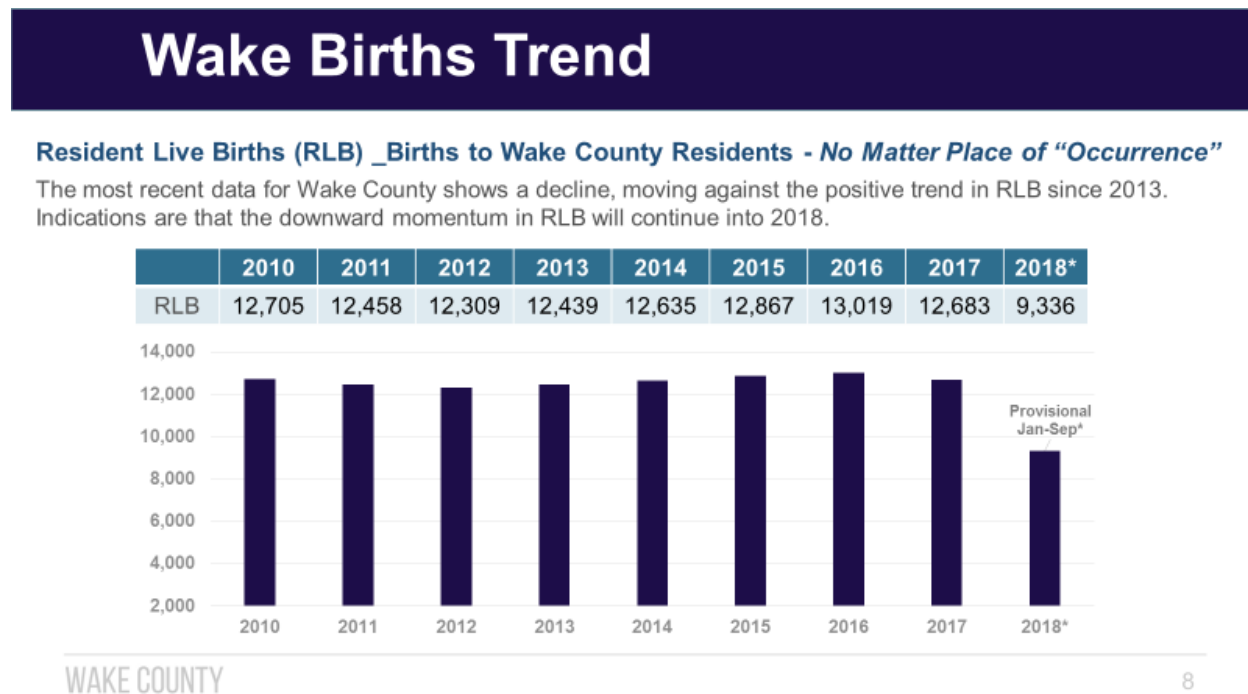
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She said there have been 65 new residents per day from 2010 through 2017 (21 from natural increase and 44 from net migration). Ms. Peterson said the numbers fluctuate each year when the census data is released.

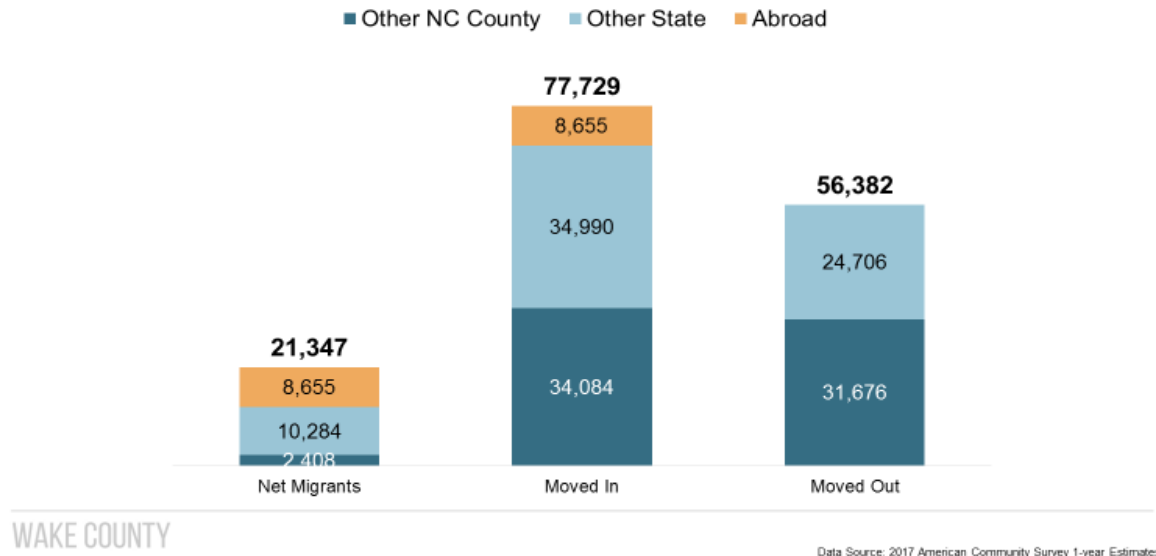
Commissioner West asked how the data of residents are determined. Ms. Peterson said the census determines the number of residents.

Ms. Peterson shared the Wake Births Trends.



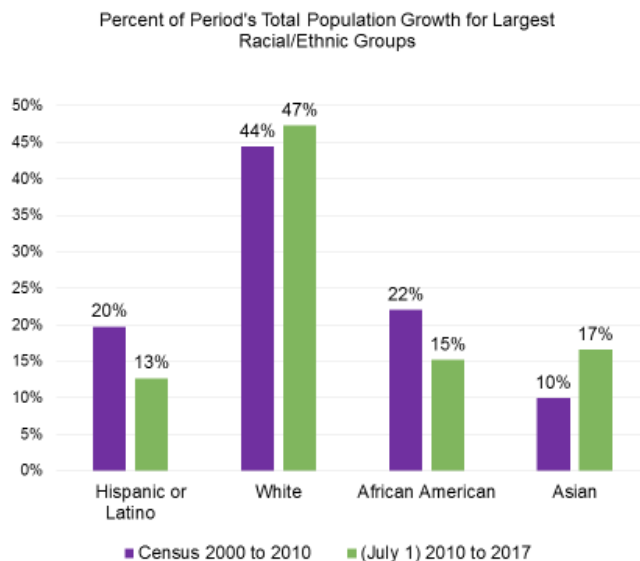
Ms. Peterson shared charts of the net migration.

Wake County Migration: Net vs. Flows, 2017



She shared that 45 percent of new residents are 55 or older. She shared the diversity of the new resident population.

Wake County Diversity, 2010-2017



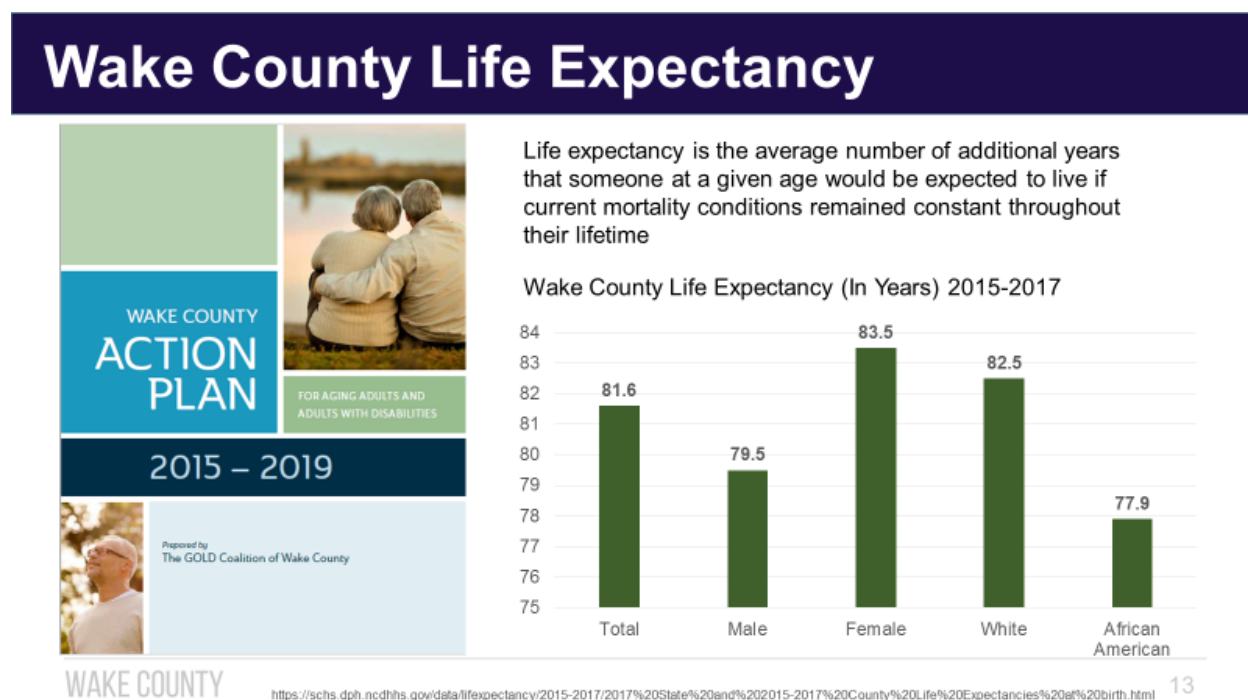
17%
of new
residents
Asian

Vice-Chair Ford asked for clarification of the population that is moving out. Ms. Peterson said that college students transition in and out of Wake County.

Commissioner West asked if gentrification has been considered in the movement across the county and was there data for movement of students and residents. Ms. Peterson said that census data provides information about data of residents moving out of Wake County. Ms. Peterson said she would check with WCPSS staff to determine if they record and report information on students leaving WCPSS moving to other school systems.

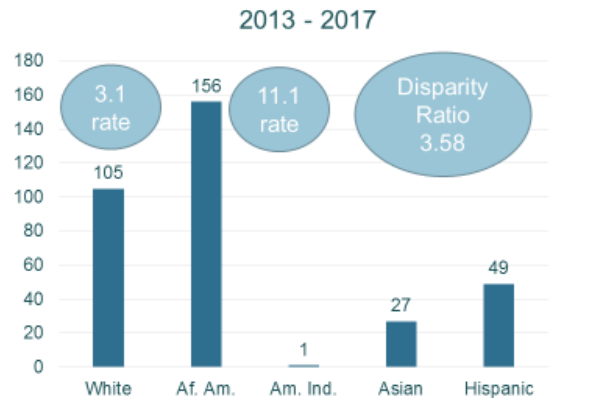
Ms. Peterson shared the life expectancy information.

Commissioner Ford asked about whether data is available on the life expectancy for certain census tracts. Ms. Peterson said that due to the data source, there may not be enough data for statistical significance.



She shared information about population health 2013-2017 from the Population Health Task Force.

Population Health, 2013-2017



Data Source: NC Health Statistics 2013-2017

Chair Holmes asked if there is a population map overlay for infant deaths by zip codes or census tracts. Ms. Peterson said that there is no current data on infant deaths by zip code.

Commissioner West asked if heat maps are helpful. Mr. Peterson said the actual address is needed.

Chair Holmes asked if there is correlation between infant mortality deaths by zip codes or census tracts. Ms. Peterson said the address data of mothers would be needed.

Commissioner Calabria asked if there is additional information available on the cause of death. Ms. Petteway said that staff would provide this information to the board.

Ms. Peterson shared a chart of Life Expectancy by communities.

Wake County Life Expectancy, Communities



Ms. Peterson said that there is a database that shares information by zip code and the life expectancy.

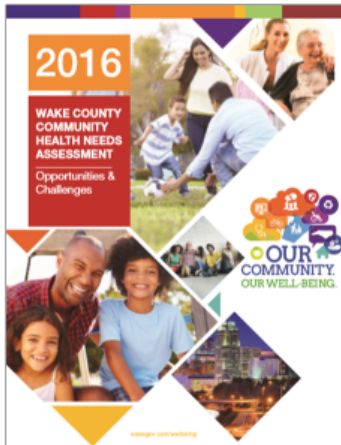
Commissioner Adamson asked if premature births can be tracked. Ms. Peterson said that staff has this information and can provide it.

Mr. Shroyer pointed to maps available on the life expectancy by census tracks.

Ms. Peterson said there are 83,000 Wake County residents (19-64 years of age) without health coverage.

Health Insurance Coverage, 2017

#1 Priority: Health Insurance Coverage



83,000
UNINSURED
Residents
19-64 Years of Age

WAKE COUNTY

Data Source: Census Bureau, American Community Survey, 2017 1-Year Estimates.

Chair Holmes asked how many of the 83,000 uninsured residents would benefit from Medicaid expansion in Wake County. Ms. Petteway said she could provide this information to the board. Chair Holmes said this information would be helpful to provide to Wake County Delegation when board members meet with them.

Ms. Peterson shared information about the impact of where a child grows up available from the census tracks. She shared that a query taken of low-income African American individual in their mid-30s would have an estimated salary of \$23,000.

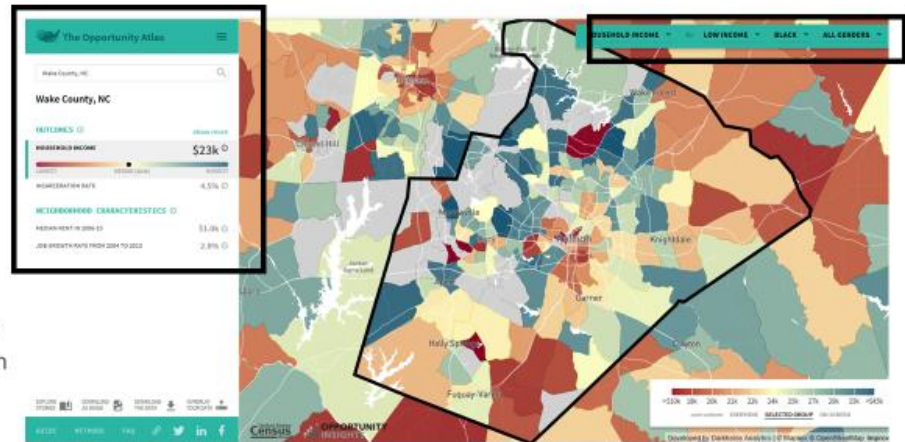
The Impact of Where a Child Grows Up

Availability of jobs and a strong regional economy do not necessarily translate to upward mobility

This map shows:

▪ **\$23,000**

The income in 2014 – 2015 for an African American born in Wake County between 1978 and 1983 to low-income parents



<https://www.opportunityatlas.org/>

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Commissioner West said that more systemic issues are gained from the data.

Ms. Peterson said that the Population Health Task Force Report highlighted public safety. Ms. Peterson shared the crime trends offenses for Wake 2008-2017. She said there has been a reduction of property crimes and a consistency of violent crimes.

Crime Trends Offenses, Wake 2008 - 2017



WAKE COUNTY

Data Source: NC State Bureau of Investigation. Crime Reporting.

Commissioner Calabria asked if specific breakdown of crime data (murder, rapes, property crimes) can be shared with the board along with data by agency. Ms. Peterson said the local enforcement agency has the geographic specific data that can be shared with the board.

Mr. Shroyer shared the Wake County Resources. He pointed to a map that identifies vulnerable communities by block groups.

Wake County Resources

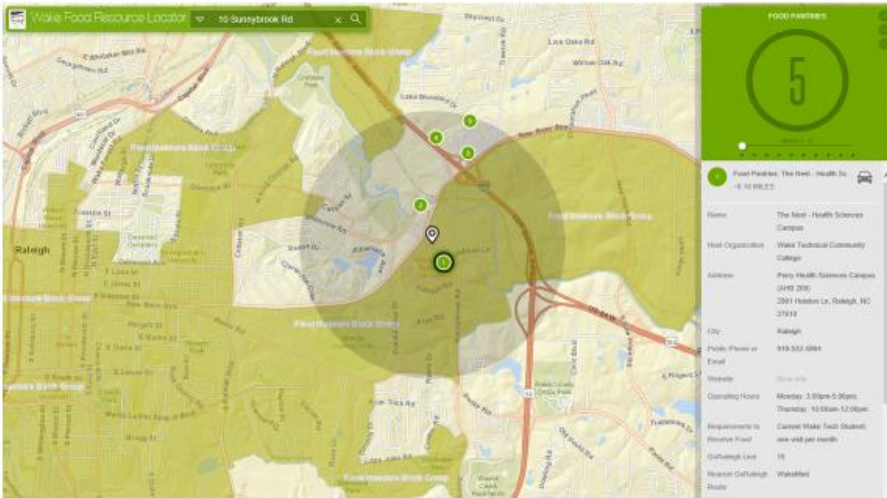
Social Equity
Atlas

Community
Vulnerability

Economic
Health

Food
Security
Locator

Opportunity
Zone
Reference



FOOD PLANNERS	
5	
Perry Health Sciences Campus	
10000 E. 10th St.	
Raleigh, NC 27615	
919-532-5884	
www.perryhealthsciences.com	
Operating Hours: Monday - 9:00am - 5:00pm, Tuesday - 10:00am - 12:00pm	
Requirements to Receive Food: Current Wake Tech Student, one visit per month	
Cafeteria Line: 10	
Nearest Outfolding Study: Wakefield	

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<http://www.wakegov.com/planning/maps/social-equity/Pages/foodsecapp.aspx>

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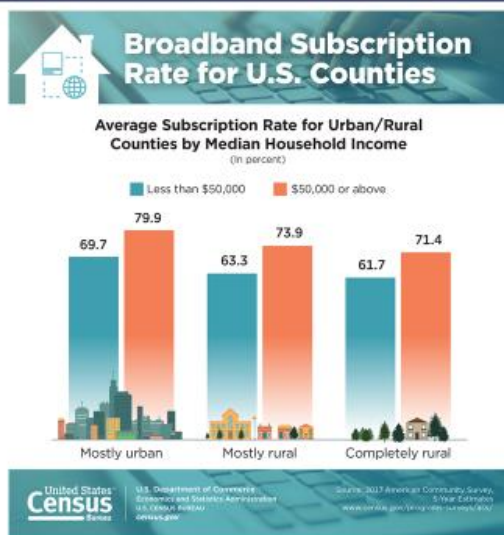
Ms. Peterson said that 52 percent of adults 25 and older have a bachelor's degree or higher.

Ms. Peterson shared details of Wake County residents, education, and earnings.



She shared information about broadband in Wake for 2017.

Broadband in Wake, 2017



Wake Households:

- Less than \$50,000 – **75% Have Broadband**

- \$50,000 or Above – **95% Have Broadband**

**11% (44,000)
Have No Internet Service**

Data Source: U.S. Census Bureau, 2017 American Community Survey, 5-Year Estimates

WAKE COUNTY

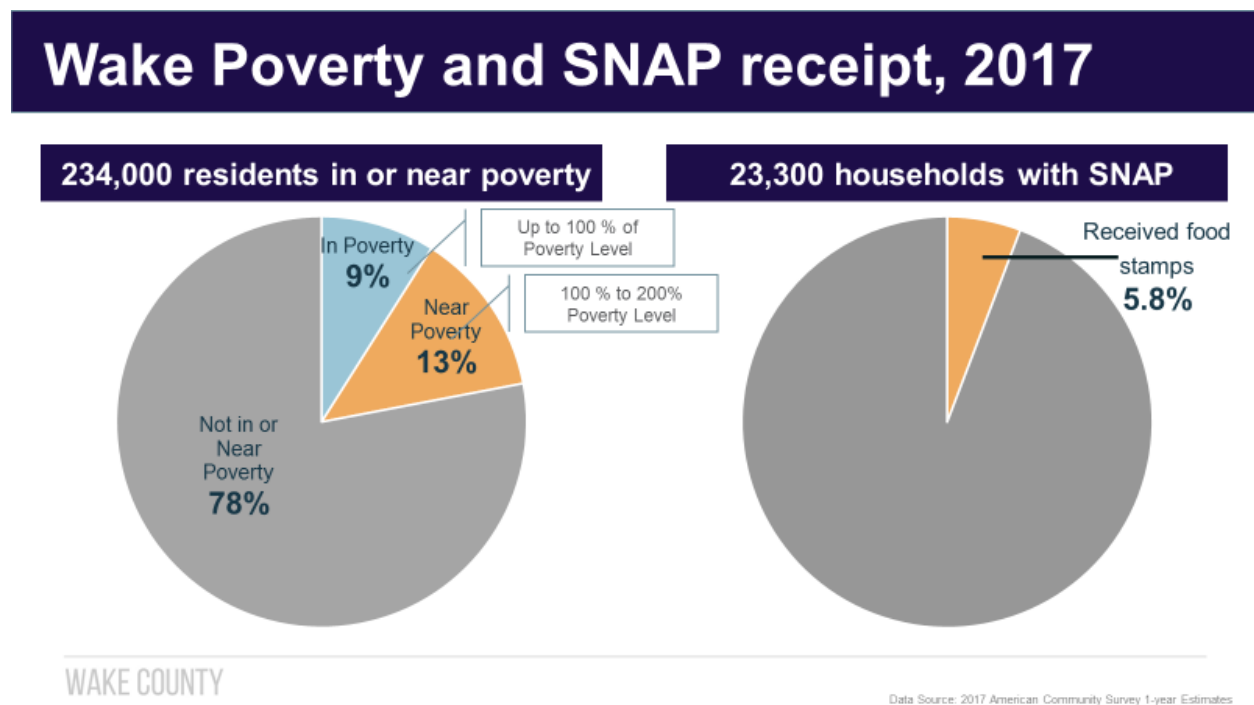
Commissioner West asked about private dollars to help low income areas. Ms. Peterson said it can be used for economic investment. He asked about the process to identify opportunity zones. Ms. Peterson said that there must be a commitment by

residents that they plan to remain in that area. She said that staff works with the municipalities to identify low income zones and provide recommendations to the state and then to the Federal government that operates the program.

Commissioner Hutchinson asked if it can be identified where the 44,000 without internet are located in the county. Ms. Peterson said this information is available by census tract.

Commissioner Calabria asked if we have more information why those without internet do not have it. (choice, money, geography)

Ms. Peterson shared the poverty and SNAP recipient for 2017.



Commissioner Evans asked what percentage of the 234,000 are children are under the age of 18.

Commissioner Hutchinson asked for information of what number of households are eligible for SNAP benefits but are not receiving the service.

Chair Holmes asked if SNAP benefits would be affected by the government shutdown.

Ms. Regina Petteway, Human Services Director, said that the benefits for January were accelerated, but she is uncertain what will occur with February benefits. She said that staff would monitor the process.

Chair Holmes asked Ms. Petteway to keep the board informed of process if the government shutdown continues and suggested a process of reaching out to non-profit partners for gift cards and food assistance for those citizens that are in need.

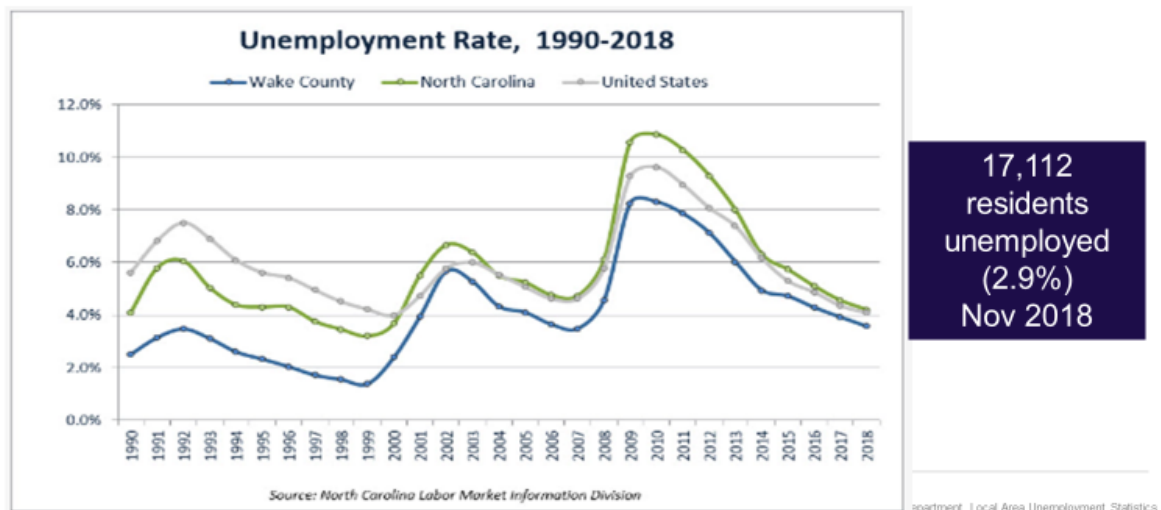
Ms. Petteway said it will be important to know how many federal employees there are in Wake County to gage the need.

Mr. Ellis said that housing vouchers are being considered in light of the recent government shutdown.

Ms. Peterson shared the unemployment information from 1990-November 2018.

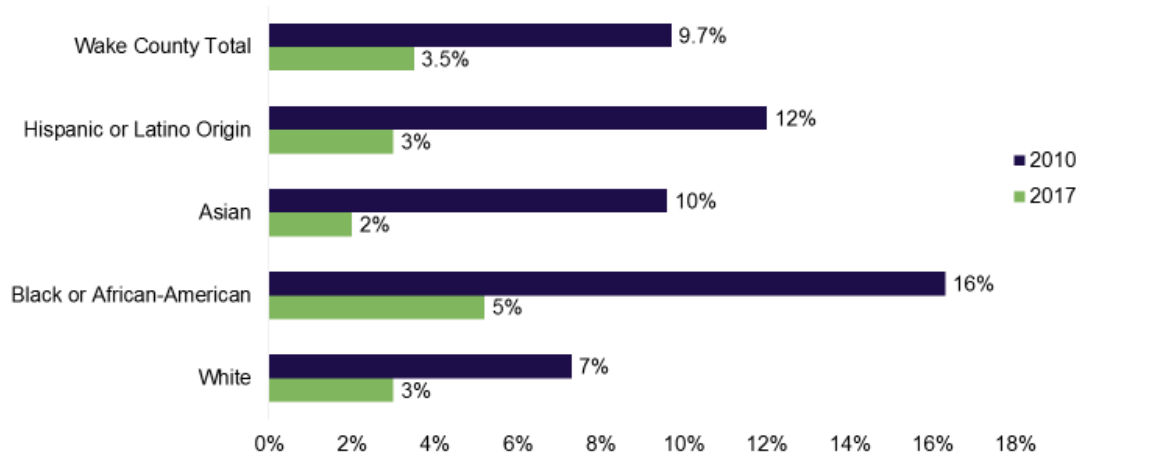
Unemployment, 1990 – Nov 2018

Among Wake County residents 16+



Unemployment Rate, 2010- 2017

Among Wake County residents 16+



WAKE COUNTY

Data Source: 2017 American Community Survey 1-year Estimates

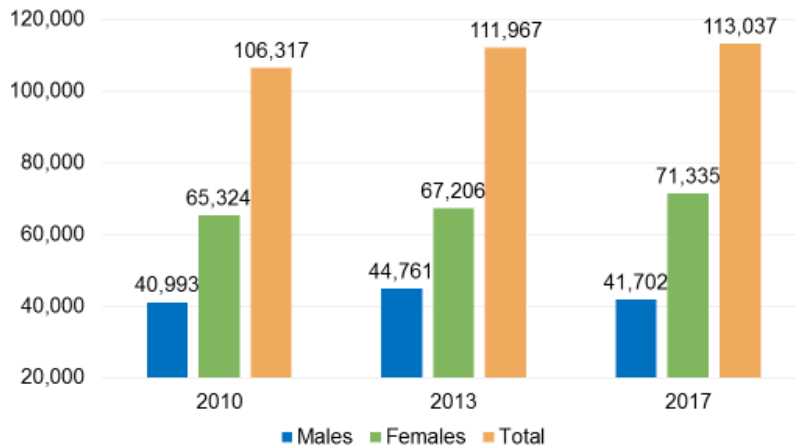
Commissioner Calabria asked about the lowest base level unemployment rate. Ms. Peterson said that it is approximately 3 percent and acknowledged that the county is currently under that mark at 2.9 percent.

Commissioner Evans asked how the unemployment number is calculated and how does it calculate the persons who did not follow through or are underemployed.

She shared the part-time worker information.

Part-time Workers, 2010 - 2017

Wake Residents Age 16-64 who worked less than 35 hours/per week



60+%
of part-time
workers
are women

WAKE COUNTY

Data Source: 2010, 2013 2017 American Community Survey 1-year Estimates

Commissioner Calabria asked for the breakdown of part-time workers by income and demographics.

Commissioner Evans said there are persons that are under employed, and she would like more layers of the data.

Commissioner Calabria asked about the median household income of \$77,000. Ms. Peterson indicated that the \$77,000 is the household income.

Ms. Peterson shared that 24 percent of young adults (22-29) live with their parents compared to 15 percent pre-recession.

24%
of young adults
(22-29) live with
their parents

...compared to

15%
pre-Recession

Data Source: 2014-2016 American Community Survey via IPUMS-USA
Image Source: "Boomerang Generation" by Daniel Clowes

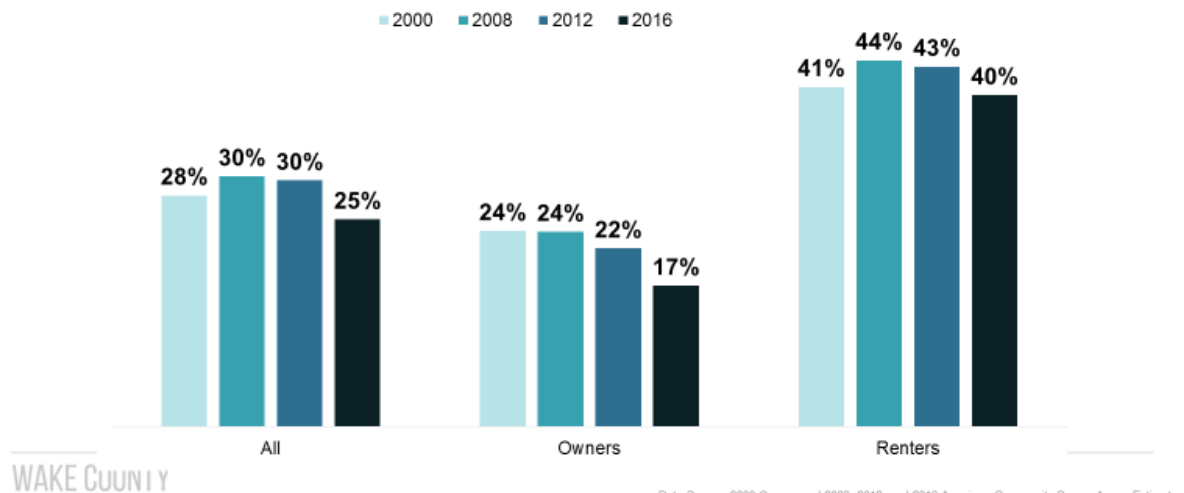


Ms. Peterson shared the cost-burden of households has declined.

Share of cost-burdened households has declined

Wake County trends in cost-burdened households by ownership status, 2000-2016

Paying >30% of income for housing

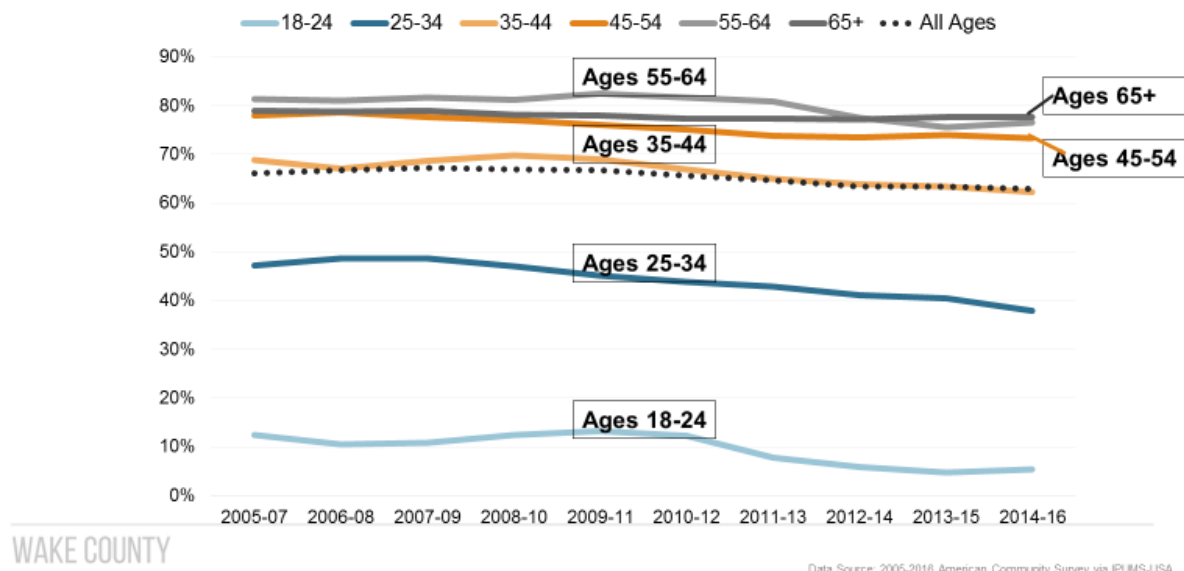


She said 35 percent of households are renters. She said the rental cost is increasing.

Ms. Peterson shared the home ownership rates and its decline since late-2000s.

Home ownership rates have steadily declined since late-2000s peak

Wake County trends in homeownership by age, 2005-2016

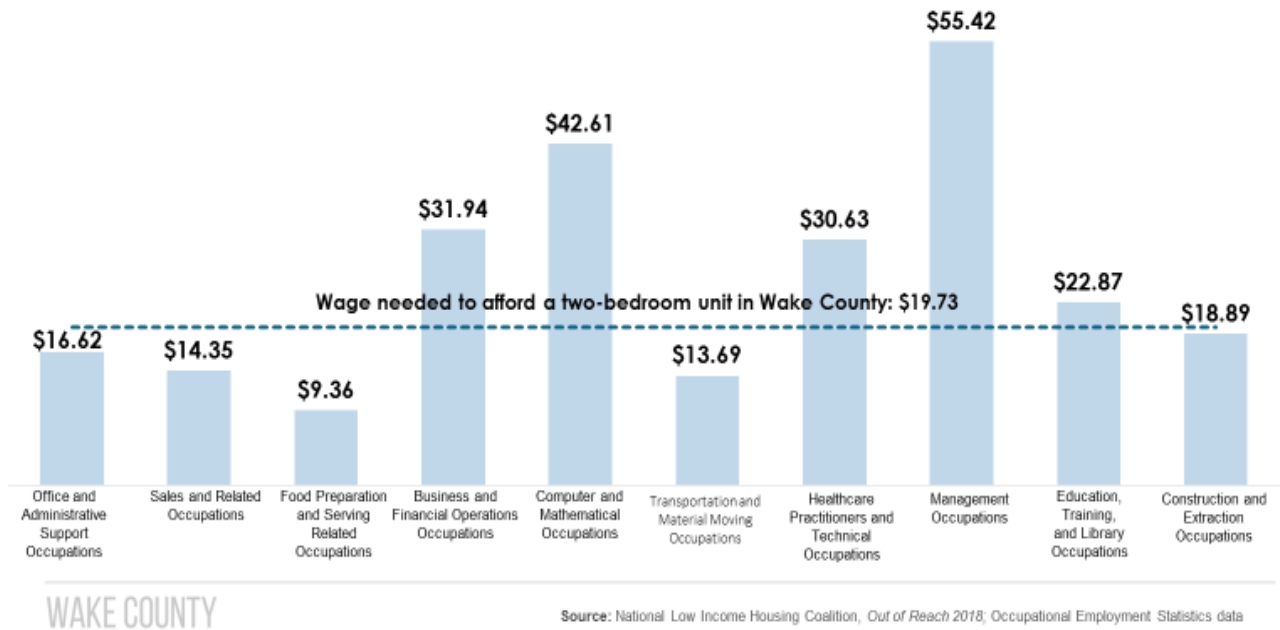


Commissioner West said the American dream is wealth. He said that the data supports the decline in home ownership.

Ms. Peterson said there was a 22 percent increase in median rental cost from 2012-2017.

She shared a chart of the median wage earnings based upon affordability.

Median wage in half of top 10 occupational groups insufficient to afford a two-bedroom unit at Fair Market Rent in Wake County

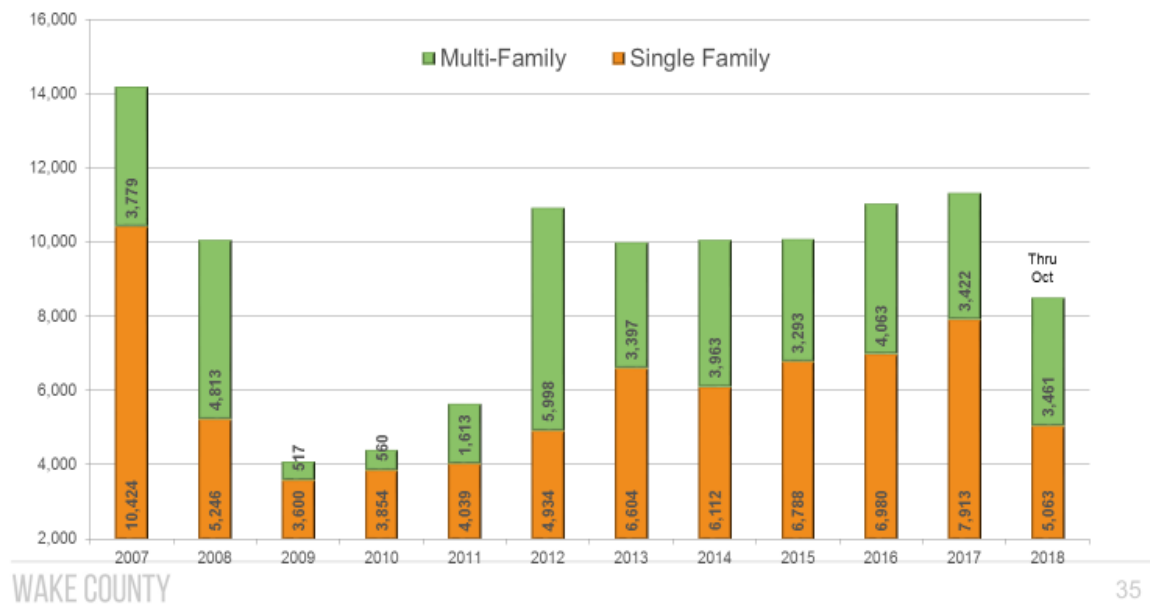


Chair Holmes noted the wage from last year to the present year has increased.

Commissioner Calabria asked if the wage information to afford a two-bedroom unit in Wake County is based on a single earner in the household. Ms. Peterson confirmed that it is based on a single earner wage.

Ms. Peterson shared the permitted housing units in Wake County.

Permitted Housing Units In Wake, 2007-2018

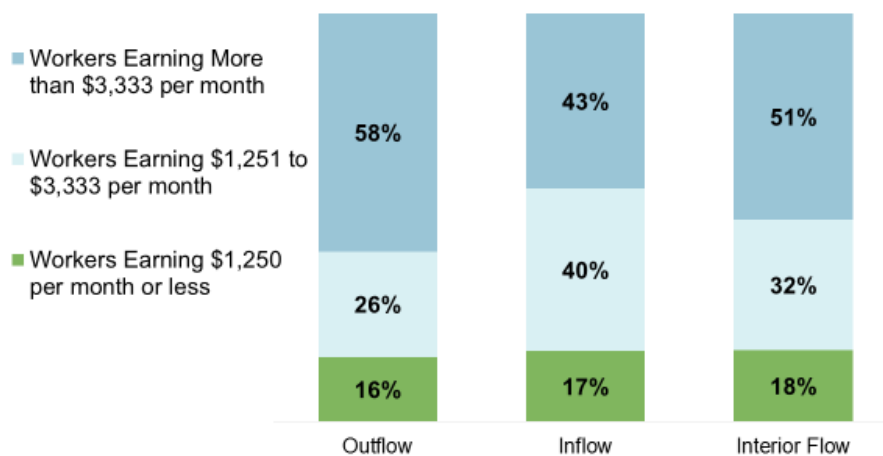


Commissioner Calabria asked for a breakdown of housing and affordability between municipality and county.

She shared the income of Wake County commuters.

Income of Wake Commuters, 2015

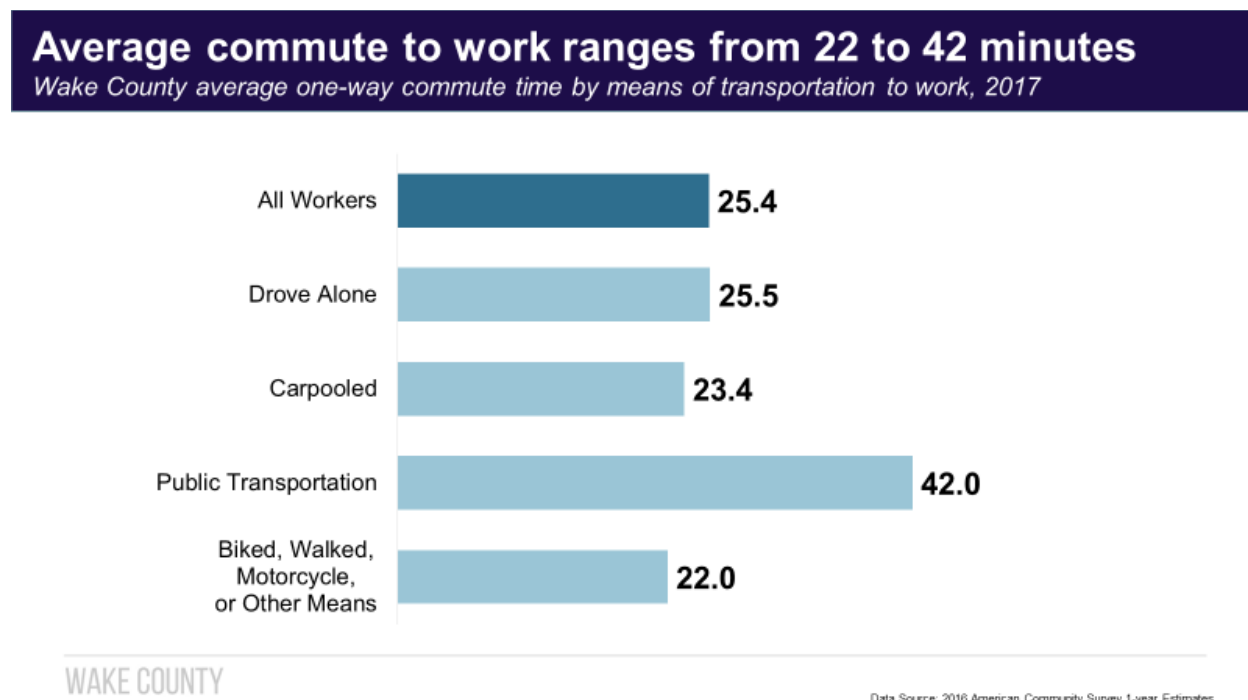
Percentages may not add to 100% due to rounding



WAKE COUNTY

Data Source: 2015 LODS, U.S. Census Bureau

She shared the average commute to work ranges.



She said that the census survey will be available in 2020 and it is unknown how many citizens will not submit the survey. It is available by phone, online, and there will be mailings. She said a Chair; Co-Chair, and a committee will be determined by the Board of Commissioners. She said that more information will be brought before the Board of Commissioners at a future Work Session. She said that a regional office has been chosen on Six Forks Road. There will be outreach for the process.

Process Overview for Board Goals

Mr. George Alwon, Raleigh Consulting, shared the process for the remainder of the day. He said the commissioners would look at the goals for 2018. He asked that the board add, remove, update, and revise goals objectives or initiatives. He said that board members would validate and prioritize initiatives for 2019.

He shared the breakout session purpose.

Breakout Session Purpose

10:00 am	Social & Economic Vitality	Public Safety	<ul style="list-style-type: none"> Sessions last one hour <ul style="list-style-type: none"> Review goal language Add, remove, or update objectives and initiatives Initiative prioritization within each goal area (target: top quartile – 25%) "Report out" Staff is available to: <ul style="list-style-type: none"> Facilitate each session Provide information and context Take notes
11:00 am	Growth & Sustainability	Great Government	
12:45 pm	Community Health	Economic Strength	
1:45 pm	Education	Education	

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Mr. Alwon said the top initiatives will be ranked and each group will report out. He said staff would facilitate and the role of the staff is to provide information.

Ms. Johnna Rogers, Chief Operating Officer, said that commissioners that were assigned to a particular group would have opportunity for input to be gathered.

Commissioner West asked if there is a process whereby strategic processes, interrelationship for resolution, and programmatic approach can be made. Mr. Alwon said that staff would work to cross walk the information.

Mr. Jason Horton, Wake County Strategic Performance Director, shared the process for the foam boards that would be used for the objectives and initiatives.

Foam Boards

- Review Goals & Objectives
 - 10 minutes
- Review Initiatives
 - 35 minutes
- Breakout Group Prioritization
 - 5 minutes
- Report Out
 - 10 minutes

WAKE COUNTY

Goal	
Objectives	Initiatives

He shared the definitions and example. He said that the objectives will be color coded. He said that feedback can be shared during the report out. He said that initiatives that are 85 percent or more complete can be removed.

Mr. Alwon shared examples of the format of the objectives.

He shared information on SMART objectives.

“Begin with the end in mind.”

—Stephen Covey

Results Focused *What vs How*



He outlined the report out information.

Report Out

Results for each breakout group:

- Any goal area and objective edits
- Which initiatives were removed—and why
- Any significant changes to existing initiatives
- New initiatives
- Prioritized initiatives

Mr. Horton shared the group information for Social and Economic Vitality and Public Safety.

10:00am “What gets measured gets done”

Table

A

Social &
Economic
Vitality

Sig Hutchinson

Jessica Holmes

James West

Vickie Adamson

David Ellis (*facilitator*)

Regina Petteway

Lorena McDowell

Mark Forestieri

Derwick Paige

Table

B

Public Safety

Susan Evans

Matt Calabria

Greg Ford

Johnna Rogers (*facilitator*)

Nick Campasano

Bill Greeves

Jose Cabanas

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Up Next: 11:00am Breakout Session

Breakout Session One: Social and Economic Vitality

Mr. Ellis reported that the Social and Economic Vitality goal area is to improve economic workforce development and social opportunities in vulnerable communities through strategic partnerships.

Goal Area	Objective	Initiative	Notes
Social and Economic Vitality: Improve economic workforce development and social opportunities in vulnerable communities through strategic partnerships.	Objective SEV1: Create more affordable housing opportunities in Wake County and support efforts to reduce or end homelessness.	SEV1.1: Work collaboratively with all partners to preserve and increase the County's affordable housing inventory, reduce homelessness, and improve the wellbeing of our most vulnerable citizens.	
		SEV2.1: Use and share data to develop economic, physical, behavioral, and environmental health strategies and baseline indicators at the individual, community and population level to track improvement in specific vulnerable regions of the County.	Removed. Former initiative SEV 2.1 was combined with former initiative SEV 2.2 (next row).
	Objective SEV2: Develop a comprehensive approach to addressing the needs of Wake County's most vulnerable regions and communities to improve the overall wellbeing of their residents.	SEV2.1 2 : Develop partnerships through workforce development and the community college to support a higher quality of life for citizens in vulnerable southeast and eastern Wake County communities through community partnerships, policy changes, and County programming.	
		SEV2.2: Reduce disparities in infant death for vulnerable populations [wordsmithing].	New Initiative
		SEV2.3: Increase mobility equity [wordsmithing].	New Initiative
		SEV2.4: Reduce adverse childhood experiences and increase resiliency in families and communities [wordsmithing].	New Initiative
	Objective SEV3: Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence-based services to our citizens.	SEV3.1: Based on evaluation, target Human Capital Development strategies in specific vulnerable communities in Wake County.	Removed.
		SEV3.1 2 : Develop and Implement a comprehensive plan to identify and address issues related to hunger, food insecurity and food deserts in Wake County.	
		SEV3.2 3 : Assist Wake County's foster children in transitioning to successful independent living after leaving the foster care program.	
		SEV3.4: Identify and implement opportunities to reduce logistical barriers that prevent vulnerable populations from accessing services provided by government and nonprofits, including increasing co-location and contracting of services.	Combined with mobile equity.

Red Text – edits made at the BOC retreat

Blue Text- additions made at the BOC retreat

Commissioner West asked if the labor market information was included. Mr. Ellis said that Workforce Development was included.

Breakout Session One - Public Safety

Commissioner Calabria reported the recommended objective and initiative edits:

Goal Area	Objective	Initiative	Notes
Public Safety: Provide a safe, secure and healthy community through coordinated, efficient and effective public safety services.	Objective PS1: Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.	PS1.1: Coordinate public safety data collection and interagency coordination to inform and assist public policy decisions and identify areas for strengthening.	Considered complete.
		PS1.1: Establish a County-wide level standard of fire service and create long-term strategies.	New Initiative
	Objective PS2: Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to	PS2.1: Work with municipalities and community agencies to incorporate findings of HMCRA into established standard policies.	Considered complete.
		PS2.1: Complete hazardous materials community risk planning dissemination and training.	New Initiative
	Objective PS3: Study and identify opportunities for enhanced public safety communications and interoperability within the county.	PS3: Study and identify opportunities for enhanced public safety communications and interoperability within the county.	Considered complete.
	Objective PS3 → 4: Reduce Understand and address the effects of substance use and abuse on the community and the impacts on public safety departments and public health.	PS4.1: Continue coordination of stakeholders that informs key leaders on drug-related issues and their impact on the community.	Initiatives were removed and replaced with PS3.1 and PS3.2 (see next two rows).
		PS4.2: Work with partners such as other law enforcement agencies, first responders, and the County health department to improve public education and define county messaging parameters.	
		PS4.3: Identify public health, addiction prevention and recovery strategies to address substance abuse in the community.	
		PS3.1: Reduce drug related recidivism [wordsmithing].	New Initiative
		PS3.2: Increase number of patients navigated to appropriate treatment programs [wordsmithing].	New Initiative
	Objective PS4 → 5: Develop and Implement strategies to improve personnel retention and workforce wellbeing in public safety departments.	PS5.1: Develop and implement strategies to increase public safety personnel recruitment and retention rates.	Considered complete.
		PS4.1 5.2: Implement Develop timeline and begin implementation of best practices for volunteer recruiting, retention, and utilization in emergency services.	

Public Safety: Provide a safe, secure and healthy community through coordinated, efficient and effective public safety services.	Objective PS5 → 6: Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.	PS6.1: Evaluate and implement tools available to assist public safety personnel working in crisis management, de-escalation and mental health first aid.	Replaced initiative with PS5.1 (next line).
		PS5.1: Increase the capacity and availability for CIT (Crisis Intervention Team) for all public safety personnel.	New Initiative
		PS6.2: Work with stakeholders to identify strategies to provide interventions for at-risk school-aged youth to disrupt the school-to-prison pipeline.	Removed. Considered outside of Wake County's authority.
	Objective PS6 → 7: Create Explore and maintain diversion and reentry opportunities to improve health and wellbeing of those who are incarcerated or at risk of incarceration and to address recidivism.	PS7.1: Utilize data to implement programs that increase diversion opportunities and reduce length of stay in jail.	Removed. Initiative restated the objective.
		PS6.1 7.2: Expand intervention Continue pursuing opportunities for education and job-training for detainees and those reentering the community through community partnerships.	
		PS7.3: Continue support for recovery (drug treatment) courts as a diversion opportunity.	Considered complete.

Red Text – edits made at the BOC retreat

Blue Text- additions made at the BOC retreat

Commissioner Hutchinson said there has been discussion about opportunities for reducing recidivism and reentry programs that release incarcerated individuals back to the community offering counseling and transportation. He noted that Durham County

has a program to assist with recidivism called Welcome Home that provides gift cards and transit passes for previously incarcerated individuals.

Commissioner West said that there are agencies working on restorative discipline practices such as Teen Court and Drug Court. He said there are opportunities to engage the community for the incarcerated community. He said that he serves on the Governors' Juvenile Planning Commission and the Wake County Juvenile Crime Prevention Council which are resources that can be used to assist with the minority population.

Mr. Alwon introduced the second breakout session.

11:00am *"What gets measured gets done"*

Table

A

Growth &
Sustainability

Susan Evans
Sig Hutchinson
Matt Calabria
Jessica Holmes

David Ellis (*facilitator*)
Joseph Threadcraft
Nicole Kreiser
Derwick Paige
Frank Cope

Table

B

Great
Government

Vickie Adamson
Greg Ford
James West

Johnna Rogers
Bill Greeves (*facilitator*)
Emily Lucas
Michelle Venditto
Jose Cabanas

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Up Next: Lunch

Breakout Session Two-Growth and Sustainability

Mr. Ellis reported that the group recommended change to the language for the Growth and Sustainability Goal. He reported the changes for the objectives and initiatives.

Goal Area	Objective	Initiative	Notes
Growth and Sustainability: Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and enhancing our quality of life healthy communities.	Objective GS1: Implement a comprehensive approach for developing Wake County's open space, parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal partners.	GS1.1: Prepare for a new parks, open space, and greenway bond referendum that will provide for more recreational opportunities and environmental education, assist in the development of a countywide interconnected greenway system, and provide additional watershed protection.	Considered complete.
		GS1.1: Set priorities and implement strategies for the use of new parks, open space, and greenway bond funds.	New Initiative
	Objective GS2: Promote sustainability efforts throughout the county.	GS2.1: Review and update 2004 Energy Design Guidelines.	Considered complete.
		GS2.1-2: Update and implement comprehensive solid waste plan to extend the life of the landfill through recycling and technology, and improve strategies to reduce litter.	
	Objective GS3: Address quality and quantity issues associated with water resources.	GS3.1: Collaborate with the Water Partnership on One Water initiatives, including 1) revise water resource policies to reflect current scientific data and understanding, 2) protect watershed and stream buffers, 3) participate actively in protection of Falls and Jordan Lakes, and 4) promote conservation measures on lands in current and potential watersheds.	
		GS3.2: Encourage farmland preservation; revisit goals of Wake County Agricultural Economic Development Plan (WCAEDP).	
	Objective GS4: Develop and implement the long range transportation and land use plans. Plan for issues associated with continued growth in Wake County.	GS4.1: Determine the impact that projected population growth will have upon the demand for County services.	Removed. Initiative considered too broad.
		GS4.1.2: Update and integrate Wake County's growth plans as it relates to land use and transportation systems.	
		GS4.2: Convene Wake County municipalities and stakeholders to discuss growth, sustainability, and zoning issues throughout the County [further wordsmithing... consider adding long-range planning and housing].	New Initiative
Growth and Sustainability: Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and enhancing our quality of life healthy communities.	Objective GS5: Guide the implementation of the Wake County Transit Plan.	GS5.1: Monitor and oversee the deliverables and processes established by the transit governance interlocal agreement.	
		GS5.2: Continue to support and seek public participation in the development and implementation of the transit plan, including consumer experience goals and service metrics.	Considered complete.
		GS5.2-3: Collaborate with municipal, community and private partners to encourage best development practices in corridors and areas identified for transit investment, including serving communities in need and creating affordable housing.	
		GS5.4: Seek opportunities to increase collaboration between transit providers and the Wake County School System.	Considered complete.
		GS5.3-5: Expand Promote opportunities to maintain affordability of transit services and address needs in vulnerable communities and rural areas.	
		GS5.4: Encourage multi-modal transportation opportunities to support the transit plan.	New Initiative

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Blue Text- additions made at the BOC retreat

Breakout Session Two- Great Government

Vice-Chair Ford reported the recommendations from the Great Government group.

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

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Commissioner Evans said that she supports Objective GG1 regarding live streaming all Board of Commissioner meetings and would like for the board to consider moving all of the meetings to a more public friendly time frame. She said that parking cost is a consideration. Chair Holmes echoed those comments along with other board members.

Commissioner West echoed those comments and indicated that some citizens have difficulty coming downtown during the day time hours. He said that the pros and cons should be evaluated. He noted that lower income individuals are not able to come downtown during the daytime hours.

Commissioner Hutchinson said he recently attended a seminar around Trauma Informed Care and asked the board to add this item to the work plans. He praised the Create Space and Innovations Center Team for improving efficiencies of systems in the county.

Commissioner Calabria echoed the support for moving the board meeting times. He said the social media process for Wake County needs revision to assist with engagement with citizens.

Chair Holmes requested that consideration of moving the board meeting times be added to the February 11, 2019 Work Session agenda and add an item to the February 18, 2019 board agenda to amend the 2019 meetings calendar. Vice-Chair Ford said that he supports adding this to the agenda. He asked that communicating promotional language on the county website or twitter that parking vouchers are available for citizens would be helpful with the process.

Commissioner West said that further discussion is needed by the board and data to determine when most citizens are available for meetings.

A lunch break was taken at 12:17 PM.

Mr. Alwon shared the breakout groups.

12:45pm ***“What gets measured gets done”***

Table

A

Community
Health

Greg Ford
Sig Hutchinson
Vickie Adamson
James West

Emily Lucas (*facilitator*)
David Ellis
Regina Petteway
Jose Cabanas
Denise Foreman
Lorena McDowell

Table

B

Economic
Strength

Matt Calabria
Susan Evans
Jessica Holmes

Bill Greeves (*facilitator*)
Chris Dillon
Johnna Rogers
Derwick Paige

WAKE COUNTY

Up Next: 1:45pm Breakout Session

Breakout Session Three - Community Health

Ms. Denise Foreman, Assistant County Manager, shared information about the Community Health initiatives.

Goal Area	Objective	Initiative	Notes
Community Health: Promote an effective behavioral and physical health system of care and practices that benefits all residents.	Objective CH1: Identify efficient, effective, proactive, and collaborative ways to better support and build capacity for the treatment and management of Wake County residents who experience behavioral health challenges.	CH1.1: Work with the Sheriff's Office and community partners to develop sustainable strategies for assisting detained and/or incarcerated individuals that suffer from mental illness.	
		CH1.2: Evaluate and develop sustainability plan for WakeBrook operations.	
		CH1.3: Work with Wake Director's Group and community partners to improve coordination and integration of services and resources related to behavioral health needs, including improved utilization of 211.	Considered on-going operations.
		CH1.3-4: Leverage partnerships to enhance data sharing related to behavioral health services.	
		CH1.4-5: Expand opportunities to provide stable housing choices to frequent users of community services through permanent supportive housing and other available tools (i.e. housing first).	
		CH1.5-6: Explore opportunities to continue Medicaid eligibility for individuals incarcerated in County jails.	
		CH1.6: Expand substance abuse treatment options.	New Initiative
		CH1.7: Evaluate options to expand telemedicine for case management and other behavioral health services.	Considered on-going operations and best practice.
		CH1.7-8: Enhance crisis services available to Wake County residents.	
Community Health: Promote an effective behavioral and physical health system of care and practices that benefits all residents.	Objective CH2: Improve health outcomes of Wake County residents through a comprehensive approach to population health. Support building a "culture of health" based on the Robert Wood Johnson Foundation model for healthy communities.	CH1.8: Implement Wake County Behavioral Health Plan and work with partners to expand reach and services.	New Initiative
		CH2.1: Improve health of populations through the development of infrastructure and education that encourages an active lifestyle.	
		CH2.2: Continue focus on public health in school-aged population through improved access to health services and promoting active lifestyles.	
		CH2.3: Support efforts to share medical records between safety net providers through a common platform.	
		CH2.4: Work with Community Health Needs Assessment process to support and address identified priorities.	Considered complete and merged with Population Health Task Force implementation (next initiative).
		CH2.4: Support and implement the Population Task Force Report and Implementation Plan.	New Initiative
		CH2.5: Develop and implement a comprehensive plan to support healthy and thriving babies and moms.	New Initiative

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Chair Holmes said she was delighted to now have more women serving on the Board of Commissioners and thanked Commissioner Adamson for highlighting the health of mothers and babies in initiative CH2.4.

Breakout Session Three - Economic Strength

Ms. Johnna Rogers, Chief Operating Officer, shared the initiatives about Economic strength.

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

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Commissioner West said the initiatives would achieve the equity as it relates to economic strength. He said there is an upward mobility initiative at the Greater Raleigh Chamber of Commerce that will assist to address equity.

Chair Holmes recognized Mr. Jim Martin, Chair, Wake County Board of Education.

Mr. Martin said that the Board of Education partners with the Board of Commissioners. He said that the superintendent and the County Manager are working together.

Mr. Alwon shared the breakout groups for Education.

1:45pm “What gets measured gets done”

Table
A

Education

Vickie Adamson
Matt Calabria
Jessica Holmes

Emily Lucas (*facilitator*)
Michelle Venditto
Regina Petteway
Bill Greeves

Table
B

Education

Greg Ford
Susan Evans
Sig Hutchinson
James West

David Ellis (*facilitator*)
Johnna Rogers
Derwick Paige

WAKE COUNTY

Up Next: Goal Prioritization & Break

Breakout Session Four - Education

Ms. Emily Lucas, Chief Financial Officer, shared recommendations from her group and Ms. Rogers shared information from her group.

Goal Area	Objective	Initiative	Notes
Education: Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success in a global workforce.	Objective E1: Collaborate with the Encourage collaboration among a continuum of education providers in Wake County to allow for the seamless integration of strategic plans and programs that address early childhood education through post-secondary curriculum and workforce continuing education.	E1.1: Expand capacity and access to early childhood development and Pre-K programs through public-private partnerships.	
		E1.2: Partner with WCPSS and community agencies to address reduce childhood hunger.	
		E1.3: Explore expanding the number of affordable housing options near public schools to help increase diversity in schools.	
		E1.4: Identify ways to Support WCPSS and Wake Tech as they expand early college and CTE program opportunities throughout the county.	Tables A and B breakout group considered 2018 initiative complete. Table B modified initiative to read as shown.
		E1.5: Explore options to make community college more affordable to new Wake County graduates.	New Initiative (Table A)
	Objective E2: Maintain Develop a long-term plan for WCPSS and Wake Tech operating and capital needs that are bound by strong financial policies designed to maintain the county's outstanding financial position demonstrated by achievement of the highest credit ratings.	E2.1: Develop a long-term plan for local funding for the WCPSS annual operating budget that establishes annual goals and targets, which are predictable, sustainable and aligned with the needs of WCPSS.	
		E2.2: In partnership with WCPSS and Wake Tech, support a 2018 WCPSS bond referendum, and continue implementing financing strategies to address needs identified in the 7-year CIR.	Table A breakout group replaced 2018 initiative with E2.2 (shown below). Table B breakout group considered 2018 initiative complete.
		E2.2: Implement financing strategies to address needs identified in the seven year Capital Improvement Plan.	New Initiative (Table A)
		E2.3: Work with WCPSS BOE to establish a mutually acceptable process for WCPSS operating funding.	New Initiative (Table B) -- Same initiative is shown twice from same group?

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Chair Holmes shared that her group added language about supporting Pre-K programs in support for early childhood development. She said E 2.1 includes long-term planning for counselors, social workers, and psychiatrists.

Goal Prioritization - Sticky Dot Exercise

Mr. Alwon said board members were given 15 dots to prioritize areas that have been discussed. He said they are a collective way to look at each goal area. He said the top priorities will be highlighted.

Prioritization Exercise

- Sticky Dots
 - Collectively identify top tiered initiatives across all goal areas
 - Each Commissioner receives an equal set of sticky dots
 - Mark your priorities
 - Staff will move initiatives into tiered groups based on number of dots

- Board Discussion
 - Consensus on tiered groupings

Chair Holmes shared the top initiatives and the ranking of them.

Rank	Initiative
1st	E3.1: Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.
2nd (tie)	CH1.8: Prioritize Wake County Behavioral Health Plan work objectives and develop a three-year work plan.
2nd (tie)	CH2.4: Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.
2nd (tie)	PS6.1: Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships.
2nd (tie)	SEV2.1: Develop partnerships through workforce development and the community college to support a higher quality of life for citizens in vulnerable communities.

6th (tie)	E1.1: Expand capacity and access to early childhood development and Pre-K programs.
6th (tie)	ES 2.1: Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.
6th (tie)	GS4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.
9th (tie)	ES3.1: Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.
9th (tie)	SEV1.1: Work collaboratively with all partners to preserve and increase the County's affordable housing inventory, reduce homelessness, and improve the wellbeing of our most vulnerable citizens.

Staff was instructed to make additional references to objectives that fit within the goals.+

Mr. Alwon indicated that all of the goals and objectives are important regardless of the ranking.

Chair Holmes thanked her colleagues for their participation and for their engagement in the process. She said the process has been productive and the level of diplomacy has been a beautiful process. She said that she is excited about moving forward with the priorities. She echoed the comments from Commissioner West that priorities should reflect the values of the board.

Commissioner West said the sensitivity for the process is important and he is honored to be a part of the collaborative process.

Reflections from the Retreat

Commissioner West said he is appreciative of what Mr. Alwon has done to assist in moving the board forward.

Vice-Chair Ford commended staff and said shared values speaks a lot to the will of the board and where the initiatives need to be.

Commissioner Evans said that the retreat has been helpful and that it has been a learning experience for her especially as a new board member.

Commissioner Calabria thanked staff and said the weight placed on items is good. He said that moving through the goals reminded him about the regular check-ins throughout the year. He said the grain of Wake County (particularly the older population) can be overlooked.

Commissioner Hutchinson said that every year the process is better. He thanked Mr. Alwon for his leadership. He thanked staff for their work. He said the accomplishments the board is making are amazing.

Closing and Adjournment

Mr. Ellis thanked Ms. Rogers and Mr. Horton, Strategic Performance Director, who began his work with the County Managers' Office a few weeks ago. He said that Mr. Paige has "jumped in" to his position and staff will continue to do the work to bring solid results.

Ms. Rogers said that the information provided will be brought to the next Work Session on February 11, 2019, and be brought to the board at a future Regular Meeting.

Chair Holmes commended staff and said that the goals process improves every year and asked board members to come forward and look at the initiatives that were prioritized. She said the work prioritizes the vulnerable communities and represents the shared values of the board. She said that staff and the Board of Commissioners are focused on the citizens of Wake County. She said that she has had conversations with the board about moving the retreat to Friday, March 8. She asked staff to explore the feasibility of that option.

Adjourn

The meeting was adjourned at 3:40 PM.

Respectfully submitted,

Denise Hogan, NCMCC
Clerk to the Board