

Wake County Board of Commissioners
Work Session
April 8, 2019
2:00 P.M.
Wake County Justice Center Room 2800

Commissioners Present:

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

County Staff Present:

Johnna Rogers, Chief Operating Officer; Chris Dillon, Assistant County Manager; Denise Foreman, Assistant County Manager; Nicole Kreiser, Assistant County Manager; Ben Canada, Assistant to the County Manager; Bill Greeves, Chief Information & Innovation Officer; Derwick Paige, Chief Community Vitality Officer; Scott Warren, County Attorney; Dara Demi, Communications Director; Paarth Mehta, Senior Budget & Management Analyst; Tim Maloney, Planning, Development, and Inspections Director; Regina Petteway, Human Services Director; Lorena McDowell, Housing Director; Alicia Arnold, Human Services Division Director; John Higgins, Information Technology Director; Lisa Jones, Assistant Information Technology Director; Katherine Williams, Cooperative Extension Director; Verna Best, Human Services Program Manager; Denise Hogan, Clerk to the Board; Portia Johnson, Executive Assistant to the Board; and Michelle Cerett, Executive Assistant to the Board.

Others Present: Tansy Hayward, Assistant city Manager; city of Raleigh; Kim Bowers, Planning Director, city of Raleigh; Michael Moore, Transportation Director, city of Raleigh; David Eatman, Assistant Transportation Director, city of Raleigh; Mila Vega, Planning Supervisor, city of Raleigh; Jason Hardin, Senior Planner, city of Raleigh; Mr. Niki Jones, Assistant Director of Housing; Dr. Scott Ralls, President, Wake Tech; Dr. Gayle Greene, Executive Vice-President, Wake Tech; Matt Smith, Executive Director, Wake Tech; and Sandy Dietrich, Chief Academic Officer, Wake Tech.

Welcome and Meeting Called to Order:

Chair Holmes called the meeting to order at 2:00 p.m. and welcomed everyone to the meeting.

Transit Oriented Development

Ms. Nicole Kreiser, Assistant County Manager, provided an overview of today's agenda.

- Introduce Transit Oriented Development (TOD) and Connection to 2019 BOC Goals, Objectives, Initiatives
- Discuss Many Partners Involved in TOD
- Provide an Overview of Current Processes
- Discuss Next Steps and Further Information for BOC Committees in Future

She shared the definition of Transit Oriented Development (TOD).

What is Transit Oriented Development

- Transit-focused development
- Typically includes higher densities + mixed land uses
- Includes interconnected streets and sidewalks: multi-modal access and mobility
- May include multi-family housing and may address housing affordability



Rendering of TOD in Alameda, CA

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She shared how the TOD goals, objectives, and initiatives align with Board of Commissioner goals.

TOD & BOC Goals, Objectives, and Initiatives

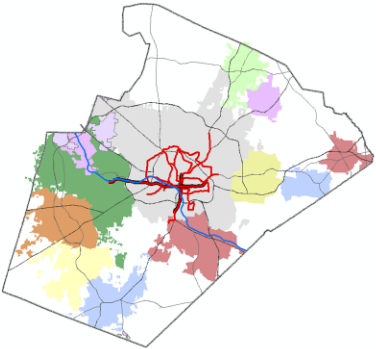
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- GS4.2: Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County
- GS5.2: Encourage best development practices and create affordable housing opportunities in areas identified for transit improvement.

Ms. Kreiser shared how the Land Use Jurisdiction and the Wake Transit Plan complement each other.

Land Use Jurisdiction and Wake Transit Plan

- All four BRT corridors are in the City of Raleigh's planning jurisdiction
 - One BRT corridor is shared between the City of Raleigh and Town of Cary
 - BRT service also extends into Garner
- Frequent Transit Network (15 minutes or better) are within City of Raleigh
- Commuter Rail is within multiple planning jurisdictions: Garner, Raleigh, Cary, Morrisville



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Ms. Lorena McDowell, Housing Director, shared how the Land Use Plan benefits the County Affordable Housing Plan.

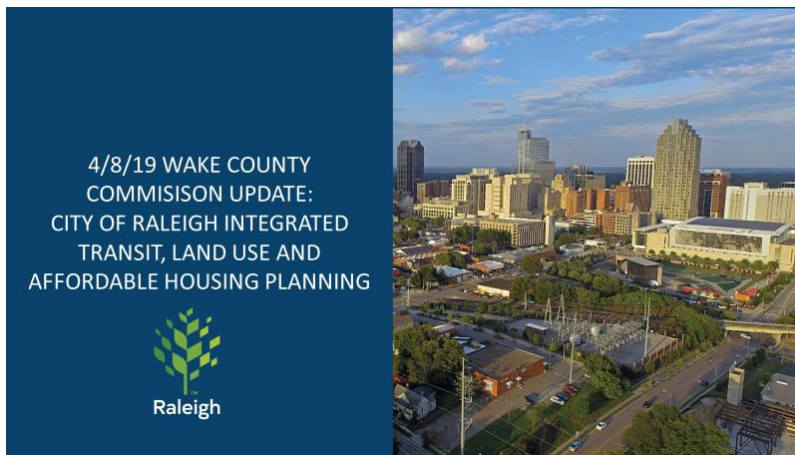
Land Use and Wake County's Affordable Housing Plan

Strategies recommended to support, create and implement housing affordability in TOD corridors

- Land Use & Zoning changes that allow/incentivize affordable housing development
- Prioritization or creation of local funding stream to develop affordable housing along TOD corridors, including changes to Tax Credit/Non-Tax Credit Loan Program funding
- Incentive Overlay Districts that trade density for fully or partially subsidized affordable housing
- Creation or joint funding of an Acquisition Fund and Preservation Fund which competitively prioritize funding of developments along TOD corridors

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Ms. Tansy Hayward, Assistant County Manager, city of Raleigh, shared the city of Raleigh's Integrated Transit, Land Use, and Affordable Housing Plan. She recognized the following staff from the city who were present: Ms. Kim Bowers, Planning Director; Mr. Michael Moore, Transportation Director; Mr. David Eatman, Assistant Transportation Director; Ms. Mila Vega, Planning Supervisor; and Mr. Jason Hardin, Senior Planner.



Ms. Hayward shared the agenda for today's meeting.


- Background
- Brief Update-Phase 1 Planning Items
- Focused Update- Transit Overlay District Potential Next Steps
- Brief update BRT Project Status

She shared the background of the Transit Overlay District (TOD) for the city of Raleigh.

The image is a presentation slide with a dark blue background. In the top left corner is the Raleigh logo, featuring a green tree icon and the word "Raleigh". The title "A Snapshot of Where We Started" is centered at the top in white. Below the title is a bulleted list of items in white text:

- Transit Overlay District is available in current UDO
 - Adopted in 2013, no updates since
 - No TOD districts have been mapped
- Recent planning has taken place along all BRT corridors except Western, although station area plans still needed
- Comprehensive Plan Update entering review phase
- Affordable Housing Plan and Goals have been adopted
 - Establishes priority for proximity to transit
 - No specific housing production goals for transit areas
- Economic Development toolkit has been developed—no specific direction for Transit Areas

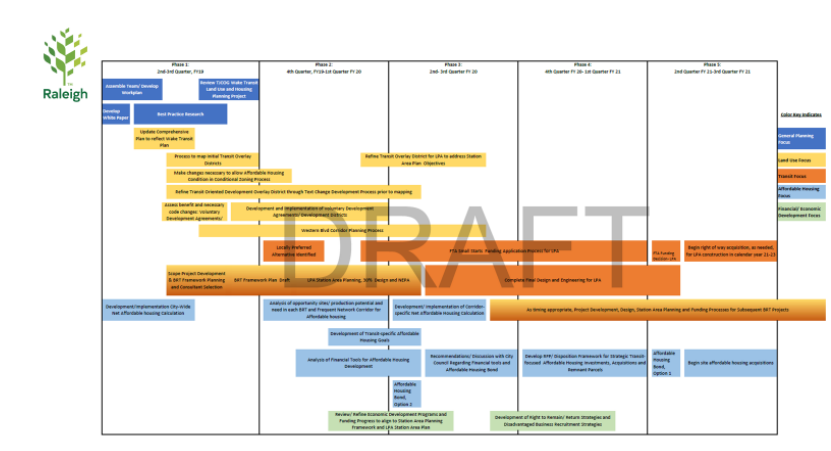
She shared the city Council progress on the Transit Plan.



City Council Direction on July 3, 2018

- Provide an overview of best practices regarding the coordination of transit, land use and affordable housing
- Present a work plan and next steps that would:
 - Update/align the comprehensive plan with the adopted Wake Transit Plan
 - Map Transit Overlay Districts in areas where we should ensure transit compatible uses and development
 - Set affordable housing goals specific to transit corridors
 - Identify priority sites for the development of affordable housing
 - Create strategies and funding sources to incentivize and fund the development of affordable housing on transit corridors, including a recommendation for an Affordable Housing Bond
 - Identify Community and Economic Development strategies that will assist existing residents and businesses in BRT and CRT corridors

Ms. Hayward shared a draft of the phases for the city’s transit Internal Work Plan.



She provided an outline of Phase 1 of the Internal Work Plan for the city.



Internal Work Plan, Phase 1

Policy and Regulation	Affordable Housing	Transit Implementation
<ul style="list-style-type: none"> BRT Framework Plan Comprehensive Plan Update T.O.D. Overlay Districts Western Blvd Corridor Plan 	<ul style="list-style-type: none"> Develop/ Implement Net Affordable Housing Calculation Conditional Zoning and Affordable Housing 	<ul style="list-style-type: none"> Identification of Locally Preferred Alternative Develop Project Development, Design, BRT Framework and Station Area Planning Scope

Commissioner West asked about the status of the New Bern Avenue corridor plans. Ms. Hayward said the New Bern Avenue corridor plan was implemented in 2013 and the goal is to have the work completed within a ten-year time frame.

Ms. Hayward shared the status of Phase 1 items. She said the City of Raleigh designated one cent of taxes for affordable housing, which is expected to generate \$6 million per year.



Status Update Phase 1/ Short-term Work Items

Phase 1 Work Plan Item	Status
Comprehensive Plan Update to reflect Wake Transit Plan	Under City Council Review; pending referral to Planning Commission
Project Development and Design, BRT Framework Plan, and Station Area Planning	City Council Work Session Scheduled for 4/16; contact approval anticipated on/ before 5/7
Western Blvd Corridor Plan	Contract authorized at March 5 City Council Meeting
Net Affordable Housing Calculation	Complete
Conditional Zoning and Affordable Housing	Public hearing scheduled 4/2
Timing of Potential Affordable Housing Bond	Under City Council Discussion

She shared the next steps for the Transit Overlay District. She said the TOD does not support projects that are not supportive of transit.



Existing Transit Overlay District (TOD)

- Prohibits uses and build forms not supportive of transit
 - Single family and duplex houses
 - Auto-oriented uses such as car washes, drive-throughs, vehicle repair
- Prohibits mapping of suburban (Parkway and Detached) frontage
- Imposes a minimum building height of two stories
- Significantly reduces required parking (similar to Downtown)
- Designed to work in concert with base district, frontage, height
 - Does not increase permitted development height or density
 - Does not allow any uses not permitted in base district

Chair Holmes asked if the two-story restriction applied to affordable housing units. Ms. Hayward said the restriction only implements a minimum height requirement, but not a maximum so affordable housing units would not be affected.

Ms. Hayward shared the timeline for the city's TOD.



Transit Overlay District—Timing and Approach options discussed on 10-9-2018

1. Map to only existing stations (RUS & GoRaleigh at Moore Square)
2. Map based on information currently available in the Major Investment Study (all alternatives)
 - Broad application
 - Narrow, strategic application
3. Delay mapping until specific station locations are available through project development
4. Refine TOD tool before mapping

She shared the risks and benefits of the TOD.



Risk/Benefit Considerations

Risk 1:

Map TOD overlay in wrong places, must correct later

- High probability
- Moderate impact
 - Error is correctable, but costs political capital and staff effort
- Rezoning must have basis, cannot be arbitrary

Risk 2:

Fail to map TOD overlay, adverse development occurs

- Low probability
 - Risk decreases the closer we are to project development
- High impact
 - Error is *not* correctable, use likely to persist for some time

Commissioner Hutchinson asked when the TOD may be approved. Ms. Hayward said the timing is dependent on completing the necessary steps, such as public hearings and planning commission approval.

Commissioner Hutchinson asked if a developer could request a Transit Overlay District zoning change. Ms. Hayward confirmed that a zoning change can be initiated by the city or a developer.

Chair Holmes asked what is being done to address immediate concerns related to gentrification. Ms. Hayward said the city has many resources to assist with the rehabilitation period. She said the city has formed a team specifically to review concerns along the New Bern Avenue corridor.

Ms. McDowell said the creation of the housing department is complete. She recognized Ms. Alicia Arnold, Housing Division Director, and said she has been working on the zoning issues. Ms. McDowell said staff will work with residents to keep them in their homes until new affordable housing is available.

Chair Holmes asked if the acquisition fund could be used to expedite purchases more quickly. Ms. McDowell confirmed that is correct and said the acquisition fund has been a tremendous asset to the program.

Commissioner West asked if the areas such as job placement and transit are being discussed in the TOD. Ms. Hayward said several departments are involved in the planning process and those areas are all being considered. She recognized Mr. Niki Jones, Assistant Director of Housing, and said the housing department is very involved in the process.

Ms. McDowell said a request will be coming soon to build an additional 900 affordable housing units.

Mr. Tim Maloney, Planning, Development, and Inspections Director, shared the next steps for the Land Use Plan.

Next Steps: Items for Growth & Sustainability Committee

Comprehensive Plan Update

- What we are hearing from the community
- Targeted Land Use in Key Focus Areas
- Future NC-540
- Next Steps

Municipal Land Use Changes Related to Transit Implementation

- Presentations from municipal planners throughout Wake



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Ms. McDowell shared the next steps for the Land Use and Affordable Housing plans. She said transit in the affordable housing areas is difficult to coordinate, but it is very important.

Next Steps: Land Use and Affordable Housing Committee

Areas of Focus:

- Advocate to Municipal elected officials specific strategies to incorporate Housing Affordability along Transit Corridors
- Ensure HACR programs and policies incorporate transit proximity into development and service programming decisions
- Support County development and service programming investments in Transit Corridors

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Proposal for Wake Tech Community College Scholarship Program.

Chair Holmes introduced the following guests that were present from Wake Tech Community College:

Dr. Scott Ralls, President

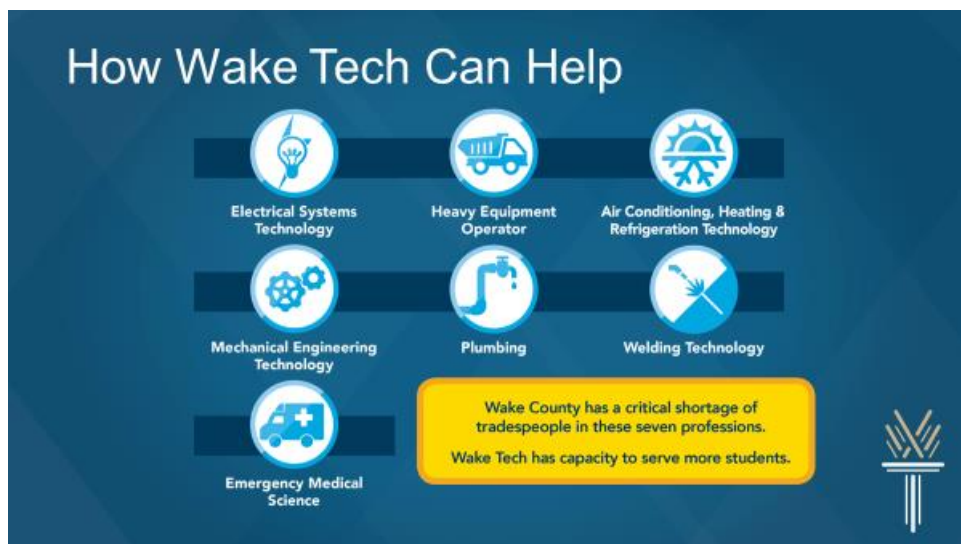
Dr. Gayle Greene, Executive Vice-President

Mr. Matt Smith, Executive Director
Ms. Sandra Dietrich, Chief Academic Officer

Commissioner Calabria asked for consideration of a scholarship program for Wake Tech programs. He shared how the proposal relates to the board's goals. Commissioner Calabria said this process is just beginning and there is plenty of time to get answers to questions. He said the goal for today's meeting is to determine if staff should continue working on the process. He shared the three community needs.

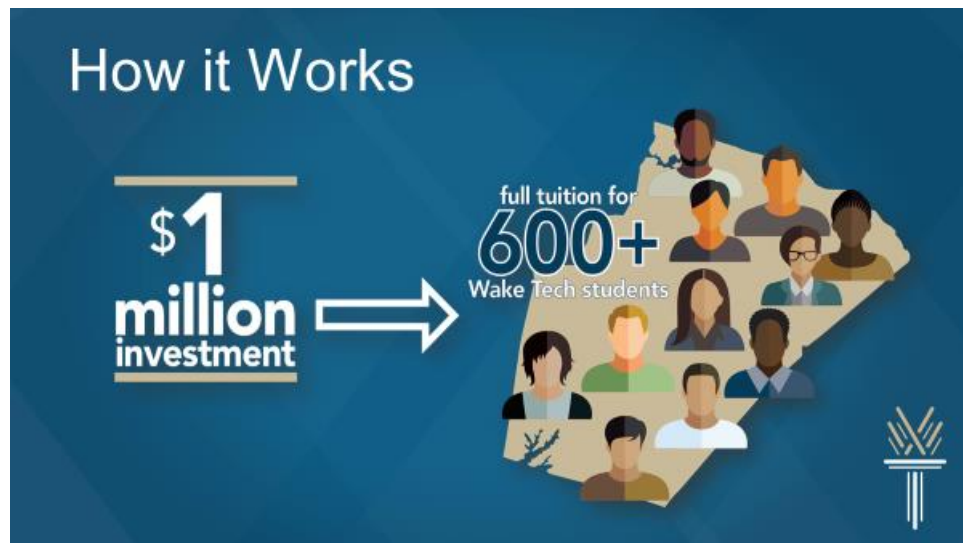


Dr. Greene shared programs available at Wake Tech that are suitable for the scholarship program. She said there is an ongoing need in these fields, but there is an interest gap.



She provided an overview of how the process works. She said there are 546 students currently in these programs. She said the programs offer certificates for completion and the certificates can be stacked to complete the requirements of a two-year degree. She said 50 percent of students are part-

time, so it takes them longer to complete their degree. She said most part-time students chose that route for financial reasons.

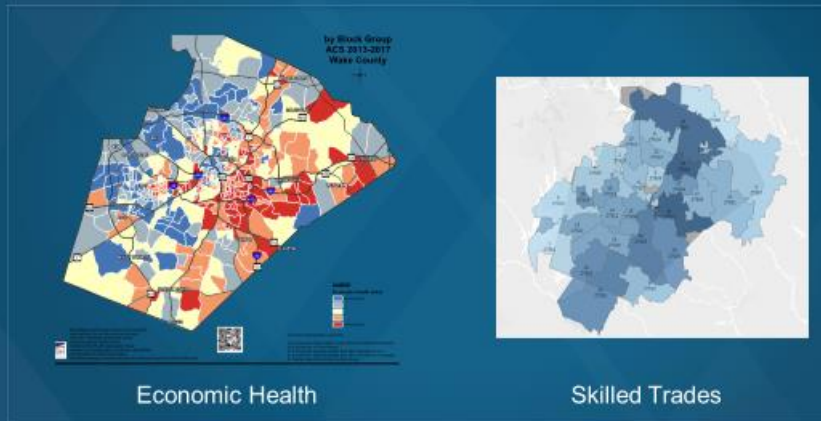


She shared how success will be measured for the scholarship program. She said there is a lack of interest for learning trades in the 18-22-year-old age range.



She shared heat maps of Wake County's Economic Health and the residential location of skilled trade students in the county. She said the dark blue sections indicate the healthiest economic areas of the county.

Wake County's Economic Health



Mr. Matt Smith, Executive Director, Wake Tech, shared what businesses can do to help. He said funds are being requested from businesses and there is a potential for a \$1 million donation from a private citizen. He said Wake Tech is considering creating a full-time position to recruit in local high schools.

Dr. Scott Ralls, President, Wake Tech, said he is excited to be part of Wake County. He said Wake Tech is “a debater of hope, an engine of opportunity and a pathway to jobs. He said the scholarship program is a great idea and he thanked the board for their consideration.



Commissioner Calabria asked how the seven programs were chosen. Dr. Greene said the needs were identified with the assistance of Ms. Johnna Rogers, Chief Operations Officer, in the County Manager's office. Ms. Rogers said the fields identified are the ones she gets the most request for.

Dr. Greene said there are waiting lists for students to get into healthcare programs, but there are no waiting lists for the trades being considered for the scholarship program.

Commissioner Calabria said the county is in need of additional Emergency Medical staff and plans to hire 50 more within the next year.

Commissioner Hutchinson welcomed Dr. Ralls and congratulated him on his new position. He said thousands of lives have been impacted by Wake Tech. He thanked Commissioner Calabria for proposing this program. He said he supports this initiative.

Commissioner West said this program meets several of the board's initiatives. He said this is an A+ program, but the county has limited resources. He expressed concern with the way this item was presented to the board. He said there is no flexibility offered, which is a serious problem. He commented on the heat map and asked why those particular areas are being targeted. He said some expansion requests have been denied and other county needs cannot be met. He said the timing of this proposal is coming forward late in the fiscal year's budget process.

Commissioner Evans said she is very supportive of education for residents of all ages. She said trades students were often looked down upon by college students. She agreed with Commissioner West on the process and timing issues. She said it is a very valuable initiative, but there are a lot of other needs within the county.

Commissioner Adamson said she agrees with Commissioners West and Evans on the presentation of the item. She said many of the courses being considered for the scholarship program are available in high schools. She commented on the dual enrollment program and asked if that was an option for this situation. She suggested conditions on the scholarships that would assure graduates of the program would work for the county.

Commissioner Calabria asked Wake Tech staff what is currently being offered in schools related to these trades. Ms. Sandy Dietrich, Chief Academic Officer, said there are eleven targeted programs in the high schools. She said juniors and seniors in high school can take general education credits while still in high school, which will expedite their graduation from Wake Tech. She said the trades being considered for the scholarship program are the ones most frequently requested from employers.

Dr. Ralls said this is not an either or perspective. He said many of the students in these programs are working adults looking to advance their career.

Commissioner Adamson said when she was involved with the school system, the biggest barrier she witnessed to students continuing their education was transportation, especially in Southeast Raleigh.

Commissioner Calabria said there is no established process for commissioners to bring new ideas to the full board for consideration. He said this program is not outside the normal practices of the county. He said a similar program was started in Harnett County and has overwhelming support. He said the scholarship program was discussed earlier this year as well as at the most recent retreat. He said this is the only meaningful way of achieving this year's initiative in this fiscal year. He said this program is not a complete solution, but it is important to accomplish small tasks in order to get to the larger ones. He said resources are limited, but it is important not to get paralyzed by multiple priorities.

Vice-Chair Ford thanked Commissioner Calabria for bringing this program to the board for consideration. He said he is excited about the opportunity and looks forward to hearing more about it. He said the needs are apparent and Wake Tech has the capacity to meet them. He asked if there is data showing indicators that students are not choosing these trades due to cost. Dr. Greene said there is no specific data available, but she has more information she can share that will demonstrate the need.

Commissioner Hutchinson said he is excited about the program. He said the community needs to hear more about it. He suggested seeking input from current students and alumni. He said there have been larger changes made to the budget with less process than proposed today.

Chair Holmes said a tax increase is possible for next fiscal year and there are still unmet needs. She said she thinks the program is brilliant, but the timing is a concern. She suggested meeting with key stakeholders to review the impacts to the community. She said she is open to the idea of a pilot program, but not for this budget cycle.

Commissioner Hutchinson thanked Chair Holmes for her willingness to consider options for the program. He said this is the beginning of the process, and he looks forward to continuing conversations on the program.

Commissioner Evans assured Wake Tech staff that issues with timing and process that have been discussed today are not directed at them.

Chair Holmes asked for staffs' perspective on the timing in conjunction with the budget process. Ms. Rogers said the goal of staff is to make sure services will be provided at the level expected. She said any decisions such as new programs will be decided by the full board. Ms. Rogers asked for direction from the board and said there are a lot of details to be worked out.

Chair Holmes asked the board for their thoughts on the program and if staff should continue to pursue it. Several commissioners said they are supportive of the program, but agreed that timing is of concern.

Chair Holmes said she is supportive of moving forward with a pilot program, but she is not supportive of rushing through the process for this year's budget cycle.

Commissioner Calabria said his perception is that there is enough interest to move forward in this budget cycle, at least in part.

Commissioner Hutchinson said there is a level of interest and staff should continue their inquiry.

Commissioner West said this is an inductive approach.

Commissioner Adamson said she is willing to consider the program, but wants to see a benefit for vulnerable communities.

Vice-Chair Ford said he is supportive of learning more about the program.

Commissioner Calabria asked what steps are needed to continue the conversations on the program. Ms. Rogers said the Board of Commissioners Education Committee should be involved.

Commissioner Calabria asked if a Board of Commissioners Education Committee meeting could be scheduled within the next few weeks. Ms. Rogers said staff will schedule the committee meeting. She suggested commissioners to email her any questions they have, and staff will do their best to provide answers prior to the committee meeting. Staff indicated the Education Committee is a committee of the whole and topics can be discussed at a work session of the full board.

Chair Holmes said she supports moving it to the Education Committee, but all funding requests should be considered equally.

Ms. Rogers said there is no rush for a decision because changes can be made to the budget at any time.

Chair Holmes called for a 10-minute recess.

Chair Holmes called the meeting back to order.

Information Services Security Update

Mr. Bill Greeves, Chief Information and Innovation Officer, introduced Mr. John Higgins, Information Technology Director, and Ms. Lisa Jones, Assistant Information Technology Director. He shared key terms of the cyber world (two slides).

Key Terms

- **Malware:** "hacking" software designed to disrupt, damage, or gain unauthorized access to a computer system.
- **Ransomware:** malware that encrypts files on a server or computer. The attacker then demands payment to unlock the files.
- **Phishing:** an email scam by which a user is duped into revealing passwords, personal or confidential information or unwittingly enabling illegal access to a network
- **Spear Phishing:** phishing focused on a specific individual, organization or business, often intended to steal data or install malware on a targeted computer.

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Key Terms

- **Whaling Attacks:** a phishing attack that targets high-profile employees, such as the CEO or CFO, in order to steal sensitive information.
- **Advanced Persistent Threats (APTs):** an attack in which an unauthorized user gains access to a system or network and remains there for an extended period of time without being detected.
- **Social-Engineering:** an attack that relies on human interaction in order to manipulate users into breaking security procedures in order to gain access to systems, networks or physical locations.

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He shared issues that the city of Atlanta faced due to ransomware. He said that attack is the largest in the country to date and cost the city \$17 million in recovery costs.

City of Atlanta

March 23, 2018
Hackers Are Holding The City of Atlanta Hostage

August 6, 2018

Atlanta ransomware recovery cost now at \$17 million, reports say

October 4, 2018

Why us? 6 months after ransomware attack Atlanta has no answers

Georgia Charges Iranians In Ransomware Attack On Atlanta

December 5, 2018 - 9:15 PM ET

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He shared IT issues being experienced across the country.

Across the Country

October 12, 2018
Recovery Has Not Come Cheap for the Alaskan Borough Targeted by Hackers

November 21, 2018
City of Valdez, Alaska admits to paying off ransomware infection

January 14, 2019
Ransomware attack sends City of Del Rio back to the days of pen and paper

January 23, 2019
Sammamish declares emergency in response to ransomware attack

January 31, 2019
Spartanburg Co. library system refuses to pay ransomware

March 9, 2019
Jackson County paid online criminals \$400,000 to stop cyber-attack, officials say

March 12, 2019
Ryuk Ransomware Attack Causes Delays at Boston Public Defenders' Office

March 25, 2019
Oregon Agency Reports Phishing Attack Affecting 350,000

April 2, 2019
City of Albany Latest Local Government Hit With Ransomware

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He shared local impacts of hacker attacks and ransomware.

In The Local News



October 15, 2018
Hackers hit Onslow County utility with ransomware attack

October 16, 2018
In County Crippled by Hurricane, Water Utility Targeted in Ransomware Attack

December 21, 2018
Pasquotank-Camden EMS Hacking Incident Impacts 40,000 Patients

March 18, 2019
Orange County computer network hit by ransomware attack

March 19, 2019
Hackers demand ransom from Orange County for 3rd time in 6 years

March 21, 2019
North Carolina County Suffers Repeat Ransomware Infections

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Mr. Greeves shared a summary of county statistics as it relates to information security.



- ~1.2 million citizens
- 10,000+ Connected Devices
- 3,800 Employees
- 17,000+ User Accounts
- 430TB Data Onsite
- Cloud Hosted Applications
- Regulatory Fines (HIPAA, PCI, CJIS, etc.)

It Only Takes

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WAKE COUNTY

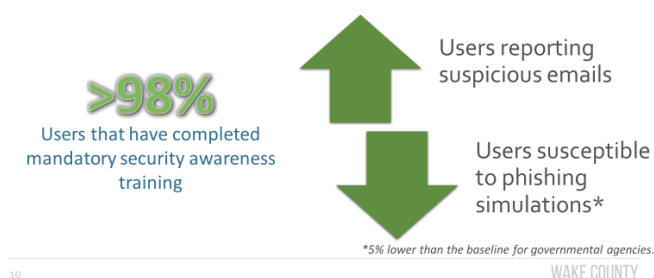
He shared ways the IT department is protecting the county and its employees from hackers.

What Are We Doing To Protect the County?



Mr. Greeves shared information on the Security Awareness Program. (two slides)

Security Awareness Program



Security Awareness Program

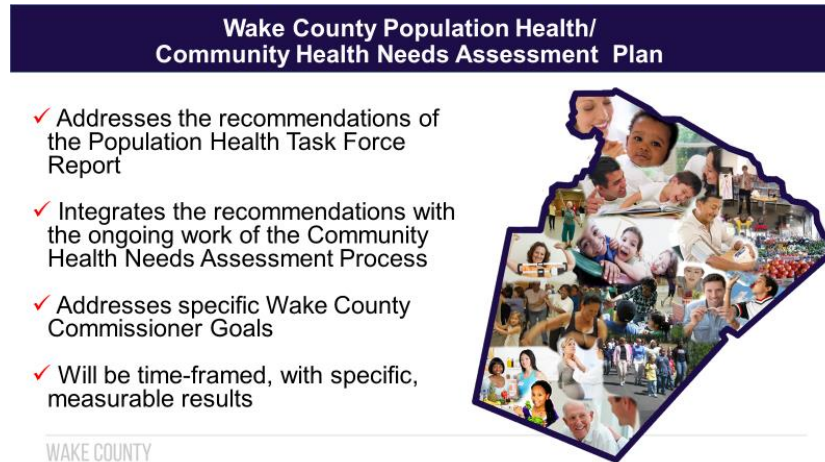
The slide displays various training modules and phishing simulations. On the left, a circular diagram shows "SECURITY AWARENESS TRAINING" at the center, surrounded by topics: PHISHING, PASSWORD SECURITY, MALWARE, RANSOMWARE, APTs, WHALING ATTACKS, and SOCIAL ENGINEERING. Below this is a box for "Mandatory Training Modules (Quarterly)". To the right is the "PHISHME" logo, with text below it: "Countywide Phishing Simulations (Quarterly)" and "Departmental Phishing Simulations (Random)". At the bottom, there are five small images: "THE WIRE Security Articles", "PROTECT YOUR PERSONAL FINANCIAL SECURITY", "THE BEST FACTORIAL PATCH IS AVAILABLE, NOW WHAT?", "SECURITY ALERT: COUNCILMAN SEARCHED FOR THE RIDE", and "THE SCAMMER PHISHING SCAM".

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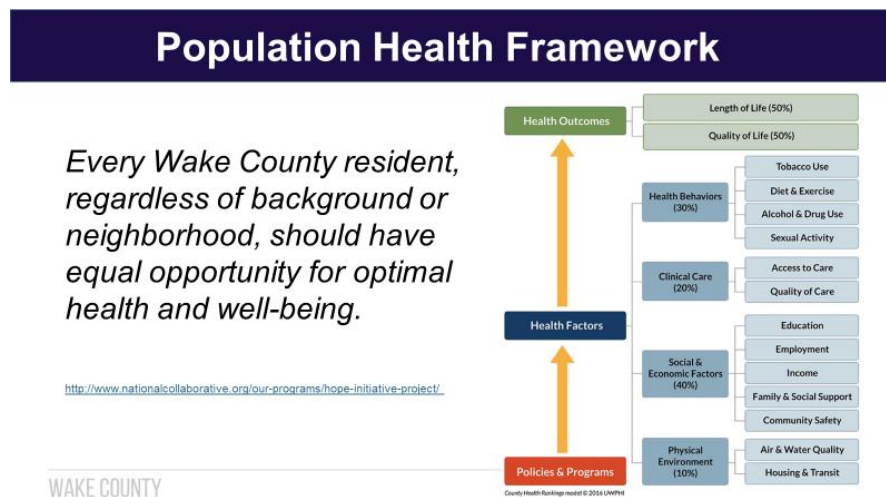
He shared a brief training module that is offered by the IT department on spear phishing awareness. He said this training is offered to all employees on a quarterly basis.

Implementing Population Health

Ms. Regina Petteway, Human Services Director, shared an overview of the Population Health and Community Health Needs Assessment plan.



She shared the population health framework.



She shared the history of the Population Health Task Force (PHTF) process.

- Appointed by County Commissioners on February 20, 2017 to review work underway and recommend improvements.
- Charge:
 1. Examine how communities across the country are approaching population health.
 2. Develop recommendations to address health disparities; encourage healthier communities; influence the county's architecture, streetscapes, parks, and zoning to promote healthier environments; and "make the healthy choice the easy choice" for all residents.

3. Recommend strategies to engage the widest array of stakeholders in promoting health-conscious policies and choices for residents.

Ms. Petteway shared the PHTF organization and process. She thanked Commissioner Hutchinson for his leadership on the effort.

Task Force Organization and Process

Three work groups:

Healthy Wake:

Supporting overall health and well-being of all residents

Vulnerable Populations:

Groups of people at risk for poor outcomes

Familiar Faces:

Individuals who are frequent users of emergency and medical, social, law enforcement, and other services



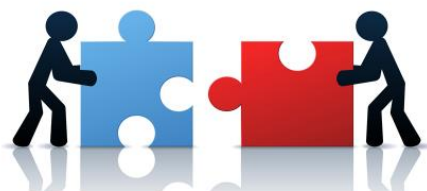
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She shared the PHTF recommendations.

1. Sustain and expand the scope of the Community Health Needs Assessment (CHNA) and increase the accountability and focus on implementation
2. Ensure the alignment of population health initiatives with cross-county efforts, statewide efforts, and appropriate data metrics
3. Designate a public/private partnership implementation team comprised of businesses, philanthropic organizations, and county government to operationalize, coordinate, and evaluate population health initiatives

She shared how the PHTF goals align with the Community Health Needs Assessment (CHNA) process.

Population Health Task Force Alignment with the Community Health Needs Assessment Process



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She shared parallel processes and timelines for the PHTF and CHNA.

Parallel Process and Timelines

Population Health Task Force

- Started in 2018 – completed work in March 2019
- Board of Commissioners Appointed Members
- November 2018 Recommendations to Board of Commissioners (BOC)
- March 2019 Population Health Plan to BOC
- Includes integration of recommendations with CHNA

Community Health Needs Assessment

- 2018- June 2019, and **ONGOING**
- State mandate for Human Services (public health)
- Federal IRS mandate for Hospitals
- WCHS/ Hospitals/ Community stakeholders
- Action Planning Phase late summer

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She shared the CHNA process. (two slides)

Community Health Needs Assessment (CHNA) Process

- Effective process that engages community and is data-driven
- Focuses on critical health needs
- Helps align community stakeholders' goals



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Community Health Needs Assessment (CHNA) Process



We are here in the process:

Ms. Petteway said the Community Health Needs Assessment and the Population Health Task Force will be combined to form Live Well Wake. She said Live Well Wake will address the top five priorities compiled from the CHNA.

Population Health Alignment – Live Well Wake

- **The CHNA Groups (Community Health Assessment Team [CHAT] and Community Health Steering Committee become the Live Well Wake Collaborative**
- The 2019 Community Health Needs Assessment Priorities will become the priorities for the Live Well Wake Collaborative to address:
 - Priority 1 – Transportation Options and Transit
 - Priority 2 – Employment
 - Priority 3 – Access to Care
 - Priority 4 – Mental Health/Substance Use Disorders
 - Priority 5 – Housing and Homelessness

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She said Live Well Wake will have a committee focused around vulnerable populations.

Population Health Alignment – Vulnerable Populations

- **A Vulnerable Populations Committee will be established as part of “Live Well Wake”**
- This will allow for:
 - Focused Leadership (**A Chamber or Business Rep and Other Community Partner will be asked to co-chair**)
 - Partners in Live Well Wake and partners from the Population Health Task Force work who want to participate can join this committee
 - This committee can set very specific objectives, and indicators to measure success

WAKE COUNTY

She said Live Well Wake will have a committee focused around the Familiar Faces.

Population Health Alignment – Familiar Faces

- **A Familiar Faces Committee will be established as part of “Live Well Wake”**
- This will allow for:
 - Focused Leadership (**A County Manager Designee and Hospital Rep will be asked to co-chair**)
 - Partners in Live Well Wake and partners from the Population Health Task Force work who want to participate can join this committee
 - This committee can set very specific objectives, and indicators to measure success

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Ms. Petteway shared how Live Well Wake will be organized. She said many of the people who served on the PHTF and CHNA committees will be involved with Live Well Wake.

How will Live Well Wake Be Organized?

- The Former CHNA Community Health Assessment Team (CHAT) becomes the **Live Well Wake CHAT**
- The Former CHNA Stakeholder Group (120+ Community, government, faith based organizations), plus additional membership to address vulnerable communities/populations and frequent guests becomes the **Live Well Wake Stakeholder Group** – meets 2-3 times a year to engage stakeholders, report progress, align work of partners
- An effort will be made to add more business partners
- The Human Services Board has recommended increased effort in engaging community representatives

WAKE COUNTY

She shared the new Live Well Wake priorities.

The New “Live Well Wake”

The “Live Well Wake” Collaborative is now the public/private partnership recommended by the Population Health Task Force, addressing:

- Priority 1 – Transportation Options and Transit
- Priority 2 – Employment
- Priority 3 – Access to Care
- Priority 4 – Mental Health/Substance Use Disorders
- Priority 5 – Housing and Homelessness
- Objectives of the Vulnerable Populations Committee
- Objectives of the Familiar Faces Committee

WAKE COUNTY

She shared the Live Well Wake process.

Now the “Live Well Wake” Process!

- Effective process that engages community and is data-driven
- Focuses on critical health needs
- Helps align community stakeholders' goals



WAKE COUNTY

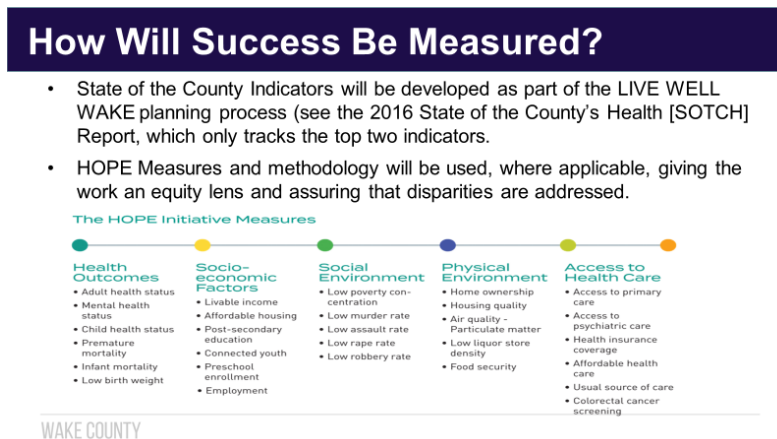
She shared the populations that will benefit from Live Well Wake.

- The entire county (with work on the 5 priorities)
- Vulnerable populations and communities
- Familiar Faces - Those who frequently use mental health, hospital, and other services

She shared how Live Well Wake will be utilized.

- The Community Health Needs Assessment Team has invested time and resources in the CHNA process for the past 3 cycles. They will be asked to continue with their investment.
- Wake County Human Services is requesting funding for a CHNA/Population Health coordinator from the County Commissioners. Currently temporary funds are being used.
- Additional funding and support will be leveraged from community partners once the staff person is hired.
- Opportunities for funding related to Medicaid Transformation will be explored and pursued by the Live Well Wake Collaborative.

She shared how success will be measured for Live Well Wake. (two slides)



- Develop a community grant fund to support population health initiatives in vulnerable populations and communities experiencing disparities in health and social outcomes. **(Measures may include # of business partners supporting the grant fund; amount leveraged; improvements in community engagement, buy-in, improvements and satisfaction.)**
- Create safe and humane environments; remove barriers to healthy food, affordable transportation and housing. **(You can see the overlap here with the CHNA priorities. Measurement of the extent these barriers are addressed and number of people in vulnerable communities can be measured.)**
- Reduce over-criminalization that removes children from schools and parents from homes: decrease incidence of Adverse Childhood Experiences (ACEs) and increase resilience in people and communities; reduce incarceration; support employment. **(Measurement can include efforts to build family and community resilience, including community education)**

- Encourage early childhood brain development and enjoy a more creative, healthy, well educated, and economically engaged population. **(Did the Live Well Collaborative include vulnerable communities in this work? Did it make any difference in those communities?)**

She shared how success will be measured by the Familiar Faces work group.

- Develop an ongoing Wake County Familiar Faces work group and utilize business agreements/collaboration with local hospitals, jail system, EMS, Alliance and other community providers to share and link pertinent data. Develop advanced analytics to identify residents at highest risk. **(Measure: was the Familiar Faces Committee developed and is it active?)**
- Consider issuing a Request for Proposals to identify a lead organization who could coordinate existing organizations and/ or manage a central database capable of using data analytics to identify persons in need of services. **(Measure: was the database created and used? Did it help any of our familiar faces, and in what ways?)**
- Pilot the use of a standardized Social Determinants of Health screening assessment, design a uniform enrollment process to connect people to appropriate resources. **(Measure: was the assessment created and used? Did it help any of our familiar faces, and in what ways?)**
- Develop community protocols to coordinate the existing case management programs in the community. Consider piloting new interventions with a subset of the population. Provide training, support and engage workforce currently working directly with familiar faces. **(Measure: Were the protocols developed? Did they help any of our familiar faces, and in what ways?)**
- Develop a return on investment model to demonstrate cost savings and develop case for scale and sustainable support to meet the needs of this population. **(Measure: was the model created and used? Did the model demonstrate cost savings and better outcomes for familiar faces?)**

Ms. Petteway asked for feedback on the Live Well Wake model.

Vice-Chair Ford thanked Ms. Petteway and Commissioner Hutchinson for their work on this initiative.

Committee reports and topics advanced to Work Sessions.

Commissioner Evans provided a summary of the recent Board of Commissioners Great Government Committee meeting. She said a solid process is necessary so staff can be sure they are working

towards the will of the entire board. She said she has been working with the County Manager and staff to create a policy workflow.

Summary of Great Government Committee Meeting – March 25, 2019

Attendees:

- *Susan Evans, Chair*
- *Sig Hutchinson, Member*
- *Greg Ford, Member*
- *Matt Calabria*
- *James West*

Policy Workflow

David Ellis introduced a PPT presentation of a staff-developed item regarding a proposed process for moving Commissioner-generated ideas through an informal review process for the whole board, if the item exceeds four hours of staff time to develop. All commissioners present engaged in a strong discussion about the topic and provided feedback to staff on the details of the process. Ultimately the Committee voted to move the modified proposed process to the full board for discussion at the 4/8 work session.

Board Meeting Times

Staff presented a recap of data on citizen comments for the past two years along with options and associated costs for changing the time and/or structure of Board meetings. After review and discussion, the Committee opted to keep the current meeting structure and schedule in place. Chair Evans requested that staff work to ensure that the public is aware of the parking passes available to all attendees. She also asked that staff work to place agenda items with anticipated high public interest on the evening meeting agenda whenever feasible. No further action needed on this topic.

Board Procedures

Current Board procedures were originally approved in 2007 with revisions in 2011. The procedures do not necessarily reflect the process or will of the current Board. Chair Evans will ask for the full board to review the current procedures and provide feedback prior to the next GG committee meeting.

Some of the specific clauses mentioned that need review or addition include:

- *How a Commissioner can place an item on the agenda*
- *A criteria and process for proclamations*
- *The process/policy for absentee meeting participation and/or voting.*

Future Potential Topics for GG Committee:

- *Follow-up on Board Procedures*
- *Process for appointments to advisory board and committees*
- *Process for community non-profit funding*
- *Status review of GG goal area initiatives*

Future Committee Meeting Dates

- *April 22 (Proposed/pending Chair approval)*
- *May 13 (Already scheduled)*
- *August 5th (Proposed/pending Chair approval)*
- *October 28th (Already scheduled)*
- *December 9th (Already scheduled)*

Commissioner Evans shared a report from the Great Government Committee.

Report from Great Government Committee

- Committee discussed on March 25th
- Discussion and feedback about approach to individual Commissioner initiatives
- Committee voted to advance to work session for Board discussion
 - Committee asked staff to consider modifications based on feedback

WAKE COUNTY

2

Ms. Rogers shared the definition of a policy workflow.

What is “Policy Workflow?”

- Build on existing structures and process
- Need to operationalize how individual Commissioner ideas navigate the policy development process
- Primary goal is to facilitate transparency and communication
- Affects how we use our committees, work sessions, and regular meetings

WAKE COUNTY

3

Mr. Ben Canada, Assistant to the County Manager, shared the current structure and process. (two slides) He said Mr. Ellis’ goal is to create transparency and to ensure the entire board is involved.

Existing Structure and Process

- **Board Goals** – Annual goal-setting and prioritization process
 - Initiatives allocated staff capacity, run through committees and work sessions as needed
- **4 Hour Rule** – Commissioner proposals do not receive more than 4 hours of staff time without the full Board's awareness
 - Facilitate transparency and communication
 - Focus staff capacity on full Board's priorities
 - Initial 4 hours focuses on overall goals, County's role, impacts
- **Committees** – Chairs have discretion to schedule topics

WAKE COUNTY

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Existing Structure and Process

Board Committee

- Initial feedback from subset of Commissioners on staff-presented issues
- Shape and refine fresh ideas
- Recommend items for consideration by the full Board

Work Session **(Committee of the Whole)**

- Share proposals and information with the full Board
- "Fine tune" policy proposals
- Board provides a solid course of action
- Committee Reports
- Consider all Education and Economic Strength topics

Regular Meeting

- Formally consider (vote on) policy changes
- Allocate budget resources
- Approve statutorily required actions

5

He said staff would benefit from more structure around individual commissioner proposals.

Individual Commissioner Proposals

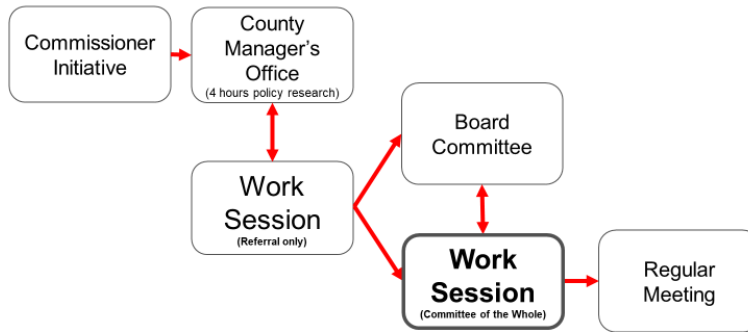
- More structure would facilitate transparency and communication
- Need opportunity for Board discussion with everyone together
- Use the Board's time in work sessions and committees effectively and efficiently
- Affirm we're aligning staff capacity with Board's priorities
 - Need clear Board approval for additional dedicated staff time

WAKE COUNTY

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He shared the original draft of the policy workflow.

Great Government Committee: First Draft

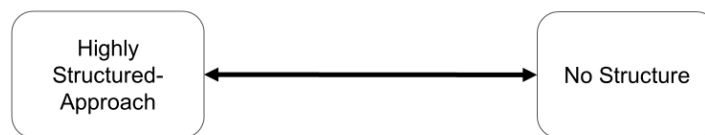


WAKE COUNTY

7

He shared the take-away from the committee meeting discussion.

Committee Discussion Take-Away: Finding the Right Balance

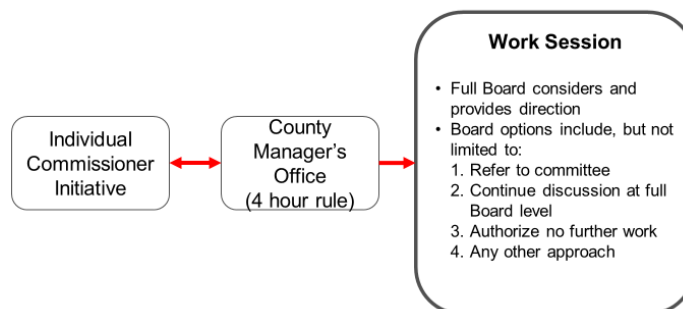


WAKE COUNTY

8

Mr. Canada shared a draft of the new proposed process. Commissioner Evans said the purpose of the policy workflow is to involve the entire board early on in a project before too much staff time is spent.

After Committee Discussion: New Draft



WAKE COUNTY

9

Ms. Rogers said information is often shared with the entire board, but it may be in an informal process such as an email.

Mr. Canada shared the next steps for the process.

Proposed Next Steps

- Continue using 4 Hour Rule
- Use remainder of 2019 as trial period for policy workflow
- Work session changes
 - Move committee reports from regular meetings to work sessions
 - Board will discuss individual Commissioner initiatives when raised
- Continue working Board Goal initiatives through committees and work sessions as needed

WAKE COUNTY

10

Commissioner Evans said there was discussion at the Board of Commissioners Great Government Committee meeting about issues being addressed at committee meetings or work sessions prior to going on the agenda for a regular meeting.

Chair Holmes thanked Commissioner Evans for chairing the Great Government Committee. She is excited about the work of the newly formed committee.

Commissioner Evans said policy and procedure are necessary to protect everyone. She said the procedures of the regular meetings were discussed at the committee meeting. She asked the full board to review the current policies and provide feedback to her prior to the next Great Government Committee meeting, which is scheduled for May.

Commissioner Evans said there was discussion about changing the regular meeting times and it was decided not to make any changes at this time. She shared future topics for the Great Government committee meetings.

Vice-Chair Ford thanked Commissioner Evans for her leadership on the Great Government Committee. He said he is looking forward to seeing the results. He asked for clarification on the four-hour rule and how the board will be informed of new items brought forth. Ms. Rogers said those items will be discussed at the end of each Work Session of the Board.

Commissioner Evans said the policy workflow is not meant to be restrictive, it is meant to bring consistency to the process. She expressed that there are no restrictions around a committee chairs discretion to bring topics to their committee, but all commissioners need to follow the policy workflow process to have significant staff time committed to a proposal.

Commissioner Hutchinson provided a report from the Board of Commissioners Growth and Sustainability Committee meeting. He shared future topics for discussion at the Board of Commissioners Growth & Sustainability committee meetings.

Adjourn

There being no further business, Chair Holmes adjourned at the meeting 6:02 p.m.

Respectfully submitted,

Michelle L. Cerett
Executive Assistant to the Board