



Wake County

301 South McDowell Street
Raleigh, NC

Meeting Minutes Board of Commissioners

Monday, October 14, 2019

2:00 PM

Wake County Justice Center

Work Session

Meeting Called to Order: Chair Jessica Holmes

Chair Holmes called the meeting to order and welcomed everyone to the meeting. She noted that Commissioner Calabria is not present due to illness.

Present: 6 - Chair Jessica Holmes, Vice-Chair Greg Ford, Commissioner Vickie Adamson, Commissioner Susan Evans, Commissioner Sig Hutchinson, and Commissioner James West

Absent: 1 - Commissioner Matt Calabria

Staff Present: David Ellis, County Manager; Scott Warren, County Attorney; Denise Hogan, Clerk to the Board; Yvonne Gilyard, Deputy Clerk to the Board; Johnna Rogers, Chief Operating Officer; Chris Dillon, Assistant County Manager; Denise Foreman, Assistant County Manager; Ben Canada, Assistant to the County Manager; Derwick Paige, Chief Community Vitality Officer; Emily Lucas, Chief Financial Officer; Nicole Kreiser, Assistant County Manager; Dara Demi, Communications Director; Regina Petteway, Human Services Director; Margaret Murphy, Senior Budget and Management Analyst; Kelly Stratton, Communications Manager; Bill Greeves, Chief Information and Innovation Officer; Jason Horton, Strategic Performance Director; Frank Cope, Community Services Director; Heather Drennan, Budget and Management Services Deputy Director; Sharon Peterson, Long Range Planning Administrator; Tim Maloney, Planning, Development, and Inspections Director; Portia Johnson, Executive Assistant to the Board; and Michelle Cerett, Executive Assistant to the Board.

Others Present: Samantha Smith, Planning Director, Town of Fuquay-Varina; Adam Mitchell, Town Manager, Town of Fuquay-Varina; Mark Matthews, Assistant Town Manager, Town of Fuquay-Varina; Maria Cervania, Chair, Commission for Women; Yvette Holmes, Member, Commission for Women; Atinuke Diver, Member, Commission for Women;

Amy Womble, Member, Commission for Women; Helen Poole, Member, Commission for Women; Dennis "Denny" Edwards, President and CEO, Greater Raleigh Convention and Visitors Bureau; Gayle Headen, Executive Director, Smart Start; and Gary Carr, Director of Finance, Smart Start.

1. [Agenda](#)

Attachments: [Agenda BOC Work Session 10-14-2019.pdf](#)

2. [Town of Fuquay-Varina ETJ Request](#)

Attachments: [BOC Work Session 10-14-19 TM.pdf](#)
[Alternate Scenario - Exhibit A.pdf](#)

Mr. Tim Maloney, Planning, Development, and Inspections Director, shared the purpose of today's meeting.

He provided clarification on county ordinances. He said county ordinances apply to all municipal Extra-Territorial Jurisdictions (ETJ).

The following county services and regulations apply in the municipal ETJ:

- Wake County Sheriff's Office
- Firearms
- Noise
- Animal control
- Solid Waste
- Historic Preservation

He shared information on mobile homes in the ETJ area. He said the county has no restrictions on mobile homes. He said it is typical for municipalities to have regulations on mobile homes.

Commissioner Hutchinson asked for clarification on the eave requirement. Mr. Maloney said new mobile homes no longer have six-inch eaves.

Ms. Samantha Smith, Planning Director, said the six-inch eave requirement only applies to mobile home sub-divisions, not mobile home parks.

Chair Holmes asked if the Town of Fuquay-Varina would be willing to remove the six-inch eave requirement if the ETJ expansion request is granted. She asked for an explanation of the benefits of having the six-inch eave requirement.

Ms. Smith said she is not in a position to answer that question. She said the ETJ standards of the Town are similar to those of other municipalities.

Commissioner Hutchinson asked how many other municipalities have a similar eave requirement. Ms. Smith said she is unsure of the number, but there are other municipalities with the same restriction. She said manufactured homes are handled in various ways throughout the county.

Mr. Adam Mitchell, Fuquay-Varina Town Manager, said the eave requirement is not uncommon.

Chair Holmes encouraged the Fuquay-Varina staff to work with the county staff to provide this information prior to the topic being voted on.

Mr. Maloney shared information on animal restrictions. He said the county does not have restrictions on agricultural animals, but it is not uncommon for municipalities to have a restriction.

Commissioner West asked if the town has an affordable housing policy. Ms. Smith said there is no policy, but they do handle affordable housing issues on a case by case basis. She said they work with Habitat for Humanity and supports the community with Community Development Block Grant (CDBG) funding.

Commissioner Evans asked about the masonry foundations. Ms. Smith said that masonry foundations are common in municipal ETJ's and applies only to mobile home sub-divisions.

Chair Holmes said current homes are grandfathered into that restriction.

Mr. Maloney said staff researched municipalities and there was a mix of regulations related to the eave overhang and the masonry skirting. He said he will share that information with the board after the meeting.

Commissioner West spoke about gentrification and asked staff to look at data involving mobile homes as it relates to affordable housing. Mr. Maloney said he would work with the housing department to gather that information.

Mr. Maloney shared a comparison for development fees. He said it is typical for municipal fees to be slightly higher than the county. He clarified that the Fuquay-Varina fee requirement is very similar to the county.

He shared corporate and ETJ area by municipality.

Mr. Maloney shared a map of the towns request. He said their request meets the state statute.

He shared a map of the Wake County Planning Board recommendation.

Mr. Maloney shared an alternate scenario based on the feedback from the board and the public. He said this is a revised version of the Wake County Planning Board recommendation. He said the alternate removes two additional areas and adds one area back in. He said the one area removed was due to an agreement regarding Wake Tech facilities. He said the other removal is due to the amount of farm land included in that area.

Mr. Maloney shared the next steps.

- Board of Commissioners - October 21, 2019 at 2:00 PM, Wake County Justice Center.
- Visit www.wakegov.com/fvetj <<http://www.wakegov.com/fvetj>> for more information and meeting documents or call 919-856-6005.

Commissioner Evans asked for clarification on the clause in the county Uniform Development Ordinance (UDO) that refers to ETJ land being within 2,500 feet of municipal water and sewer services. Mr. Maloney said that clause is in place to encourage municipalities to annex those new properties and connect them to the municipal water and sewer lines.

Mr. Mitchell said that clause only applies to residential development.

Commissioner Evans asked for an explanation of the Voluntary Agricultural District (VAD) that was referred to in a recent letter to the board from Mr. Mitchell.

Mr. Maloney said the VAD is a soil and water conservation program that is open to farms which meet their criteria. He said it is a promotional tool for those farms and is completely voluntary.

Commissioner West commented on the importance of maintaining farms.

Mr. Maloney commented on the letter received from the Town of Fuquay-Varina today and said there are some valid points. He said staff will review the letter and bring recommendations to the board.

Commissioner Adamson commented on the amount of acreage removed in the alternate proposal presented today. She said even if the 1,762 acres are removed, this would still be the largest single ETJ expansion award in county history.

Vice-Chair Ford thanked Mr. Maloney for the information and for meeting with board members individually to answer questions. He said staff has been very responsive. He commented on the number of expansion

requests submitted since 2001. He said Fuquay-Varina made a request in 2007 but rescinded it. Mr. Mitchell said there was considerable development going on at the time and there were many disputes from public, so the town rescinded their request.

Chair Holmes said she has not had time to review the letter in its entirety and she asked for a summary of the letter.

Mr. Mitchell thanked the board for the opportunity to provide feedback. He said there has been significant growth in the Town of Fuquay-Varina. He said the request seems large in nature, but it represents what the town visions related to growth. He pointed out that urban service areas contain a large amount of agricultural land that is sometimes sold to developers. He said there are already town utilities along the 42 corridor and there are plans to expand them over the next five to ten years. He said the expansion of those services will make it desirable for development. Mr. Mitchell commented on a recent agreement with the Town of Holly Springs regarding a boundary line. He said the Town of Fuquay-Varina relinquished that land to the Holly Springs ETJ.

Mr. Mitchell said the letter speaks about why the recommendation is justified and supported by sound planning rationale. He said it also refers to the VAD and said if the county is concerned with preservation, it should be a requirement that the board be involved in all agricultural preservation requests. He said traffic and road improvements are a large concern and it is the highest priority of the town to improve the road conditions. He said the development of new public schools in the area will certainly attract residential development. He requested the board approve the ETJ request as recommendation by town staff and the Planning Board.

Chair Holmes quoted the following section of the letter received by the Town of Fuquay-Varina:

For the reasons stated above, removal of additional area from the Towns ETJ request does not advance the stated goals or justification of several Commissioners, namely farmland preservation and limiting growth.

Chair Holmes asked Mr. Mitchell to elaborate on that statement. She also asked Mr. Maloney to provide his thoughts on the statement.

Mr. Mitchell said from the information he has received from the county, the goal is to support more development of urban areas. He said the removal of the proposed extra areas will hinder that development.

Mr. Maloney said the county has the authority to make the proposed

change. He said it is not uncommon for boards to make revisions to ETJ requests. Mr. Maloney said the comment about not supporting board goals is not accurate. He said policies are being developed to further preserve farm land.

Commissioner West said complex problems require divergent solutions. He said it appears to him that the citizens have brought forth issues that require the county to look more systemically at current policies. He asked if the Comprehensive Land Use plan will be beneficial for requests from municipalities. Mr. Maloney said the proposed request is consistent with what will be in the Comprehensive plan.

Commissioner West said it is wise to obtain all information before making a decision.

Commissioner Evans said she has some concerns with the expansion request. She commented on the road infrastructure around schools. She said walk-ability is important around schools.

Commissioner Evans said if the board does support the latest revision, the town may bring another request in the future.

Mr. Mitchell said it takes a lot of work for the town to request an expansion.

Chair Holmes thanked the Town of Fuquay-Varina staff and county staff for their support and providing all information requested. She commended staff for being responsive to commissioner requests.

County Manager Ellis thanked the Town of Fuquay-Varina staff for their patience as the county works through this issue.

Mr. Mitchell said county staff has been great to work with and he thanked the commissioners for their service.

3. [Wake County Commission for Women](#)

Attachments: [WCCW Presentation - Oct 2019_FINAL.pdf](#)

Ms. Maria Cervania, Chair, Wake County Commission for Women, thanked the board for the opportunity to speak.

She shared the vision and mission for the Wake County Commission for Women.

Vision: The Wake County Commission for Women envisions a community where women achieve their full potential free of discrimination and socioeconomic inequalities.

Mission: The mission of the Wake County Commission for Women is to identify, develop and implement strategies to create equity and to eliminate discrimination affecting women who reside and/or work in Wake County. She said Commissioner Adamson requested them to provide update on listening tours. She shared the purpose of the listening tours.

We traveled across the county to meet with members of the community and ask them: **What are the key concerns facing women in Wake County?**

Our goal was to hone in on the most pressing issues that women encounter on a daily basis.

She shared issues identified during the listening tours from the English speaking women.

- Deficit of safe and affordable housing and transportation
- Not enough mental health resources in schools
- Lack of support for STEAM opportunities for girls
- Inattention to women's wellness beyond physical health
 - Mental health, self-care, financial literacy, parental leave
- Lack of mentorship and career guidance

Commissioner West commented on the demographics of the underserved. He asked if the commission is looking at facilities to assist those individuals. Ms. Cervania said the commission is working on the services for the underserved as well as the Latino community.

She shared the list of facilities where the listening tours were held.

Wake County Human Services on Swinburne
Cary Arts Center
Public Works in Apex
Cultural Center in Fuquay Varina

Ms. Cervania shared the key issues expressed by the Spanish speaking community during the listening tours.

- Feeling present yet invisible
- Technology lacks accessibility
 - Websites are not mobile-friendly and/or not available in Spanish
- Mental health negligence
 - Shortage of bilingual, culturally grounded, affordable services

or support groups

- Rise of cost of living
- Inadequate senior care
 - Transportation, daytime activities, and affordable medical care

She shared the next steps and said a Solutions Design session is planned for the Spring of 2020.

- Spring 2020: Let's bring all stakeholders and community members to the table to address the key issues that bubbled up from the listening tour.

Ms. Cervania said she participated in the Spanish speaking sessions and said the women were grateful for the opportunity.

Commissioner West said it would be good for the commission to reach out to the CEO of La Pueblo and provide them with information that is shareable with their community.

Ms. Cervania said the listening sessions were very valuable. She asked for board support and guidance on contacts in the community. She said there are openings on the commission and asked for board to suggest new members.

Commissioner West suggested the commission contact the North Carolina Black Women Empowerment Network that has headquarters in Raleigh.

Chair Holmes asked the members of the commission to stand and be recognized.

Ms. Cervania introduced the following commission members: Ms. Yvette Holmes, Ms. Atinuke Diver, Ms. Helen Poole, Ms. Amy Womble, and Ms. Regina Petteway, Executive Advisor to the commission for women.

Chair Holmes thanked the commission for their support of the infant mortality group.

4. [Stadium Feasibility Study - Proposed Scope of Work](#)

- Attachments:**
- [1. HT Feasibility Study and Competitive Processes.pdf](#)
 - [2. Feasibility Study Scope of Work Memo from Raleigh.docx](#)
 - [3. Downtown Soccer Stadium Feasibility Study Scope of Services Summary.docx](#)
 - [4. Competitive Process Summaries.docx](#)

Ms. Denise Foreman, Assistant County Manager, thanked the board for the opportunity to present an update on the process.

She shared the scope of work for the project.

- The Wake County Board of Commissioners and Raleigh City Council authorized the City and County Managers to conduct a joint feasibility study on the proposed soccer and entertainment stadium and the surrounding properties in the Downtown South project.
- Staff has jointly developed a project approach and scope of work.

She shared the project approach.

- City lead process
- Share project cost 50% City/ 50% County
- Direct contract with JLL Group
 - Recently completed Wake County Destination Strategic Plan
- Contract not to exceed \$100,000
- Complete within 4 months

She shared the study scope and phases for the project. She shared information on phase 1, which is the market demand.

- Local market characteristics
- Economic, demographic, and socioeconomic trends
- Industry trends
- Site analysis
- Comparable and competitive facilities within 90-minute drive time
- Review best practice examples
- Impact on surrounding properties particularly property values, traffic impacts and parking impacts

Chair Holmes commented on the impact the stadium would have on the home values and said it may make housing unaffordable in that area for some residents. She said it is important to avoid gentrification.

Commissioner West asked about the community benefit agreements. Ms. Foreman said the developer would be handling the community benefit agreement.

Commissioner West said the community has had one meeting already and developed guidelines for the community benefit agreement.

Mr. Ellis commented on the community benefit agreements and said that will not be necessary unless the project is deemed feasible.

Ms. Foreman shared information on the programming phase.

- Programming options for sports, entertainment and meetings
- Impact to existing venues
- Economic impact of stadium on Raleigh and Wake County markets
 - New job creation and salary levels
 - Tax revenues
 - Direct/indirect spending

Chair Holmes said it is important to include Dorothea Dix as a potential venue.

Ms. Foreman shared information on the organizational phase.

- Facility ownership and management
 - Explore models
 - Include potential roles of public sector and developer
 - Financial and operational liability of each model to taxpayers
- Financing models
 - Explore financing models used in comparable markets
 - Include long term operational model and anticipated return on investment
- High level proforma

She shared the next steps in the process.

- Brief Raleigh City Council - October 15
- Raleigh engage consultant
- City/County staff team meet regularly with consultant
- Provide study outcomes to elected officials - Feb/March

Ms. Foreman said the City of Raleigh is the lead on the project and will engage the consultant.

Commissioner Hutchinson thanked Ms. Foreman for her presentation. He said Austin, Texas is in the process of building an MLS stadium and suggested she look at their model. He introduced Mr. Dennis "Denny" Edwards, President and CEO, Greater Raleigh Convention and Visitors Bureau. Mr. Edwards said he is supportive of the approach.

Ms. Foreman shared information on the multi-purpose indoor sports complex.

- Minimum 100,000 square foot multi-use indoor sports complex to host youth and amateur events and tournaments
- Recommended in 2018 Destination Strategic Plan
- Included in 21st Amendment
 - Provides up to \$2.36 million annual funding for 25-years
 - Leverages approximately \$35 million in debt
- Competitive process to be jointly conducted by City and County - led by County

She said this is a joint effort with the City of Raleigh and she is the lead contact for this project.

She shared the proposed timeline.

- October 14/15, 2019 BOC/RCC briefed on process
- **October 23, 2019** **RFP Released**
- November 14, 2019 Pre-submittal Meeting
- **January 16, 2020** **Submittals due**
- January 23/24, 2020 Presentations to Evaluation Team
- February 10/ 11, 2020 Recommendations Presented BOC/RCC
- **February 17/18, 2020** **BOC and RCC Decisions**
- March 2/3, 2020 Alternative date for BOC and RCC

She said the evaluation team is comprised of county staff, city of raleigh staff, and members of the community.

She shared the minimum criteria for the project.

- Project fully located in Wake County
- Consistent with statutory uses of revenues
- Capital in nature (minimum value of \$50,000,000)
- Maximum hospitality tax funding of 45% of total project cost
- Request shall not exceed annual payment of \$2.36 million for up to 25 years
- Minimum of 100,000 square feet
- Minimum of 12 courts
- Seat minimum of 4,000 spectators
- Capable of accommodating e-sports competitions
 - Minimum of 7,500 square foot ballroom space
 - Minimum of 6 multi-purpose meeting rooms for event support
- Four full-size locker rooms with showers

She shared the proposal requirements. She said it is important for the

project to be in line with board goals.

She shared the evaluation process.

- Team members review each proposal
- Team members receive presentation from all proposers
- Team will develop consensus score for each project based on submittal requirements
- Consensus scores will be shared with elected officials at Work Sessions

She shared the scoring proposal for the project.

Ms. Foreman shared information on the medium projects competitive process.

- Competitive process to be jointly conducted by City and County
- Provide capital funding to support “medium projects” with a total capital project cost of greater than \$20 million
 - Process open to any projects that meet minimum criteria, not just those that responded to 2018/2019 RFI Process
- Included in 21st Amendment
 - Provides up to \$46.6 million between FY20 and FY26
 - Funding distributions will have to be timed based on funding availability

She shared the proposed timeline for the medium projects. She said she expects these projects to be very competitive.

- | | |
|----------------------------|-----------------------------------|
| • October 14/15, 2019 | BOC/RCC briefed on process |
| • December 4, 2019 | RFP Released |
| • December 13, 2019 | Pre-submittal Meeting |
| • February 13, 2020 | Submittals due |
| • February 20/21, 2020 | Presentations to Evaluation Team |
| • March 9/10, 2020 | Recommendations Presented BOC/RCC |
| • March 16/17, 2020 | BOC and RCC Decisions |
| • April 6/7, 2020 | Alternative date for BOC and RCC |

She said the evaluation team will be comprised of county staff, city of raleigh staff, and members of the community.

She shared the minimum criteria for the medium projects.

- Project fully located in Wake County

- Consistent with statutory uses of revenues
- Capital in nature (minimum value of \$20,000,000)
- Maximum hospitality tax funding of 45% of total project cost
- Per Destination Strategic Plan, if considering sports facility:
 - If soccer or lacrosse - minimum of 4 tournament sized fields (at least one lighted)
 - If tennis - minimum of 8 courts
 - If volleyball - minimum of 8 indoor courts
 - If baseball/softball - minimum of 4 fields (at least one lighted)
 - If basketball - minimum of 6 indoor courts

She shared the proposal requirements

She shared the evaluation process and said this process will be more intense.

- Team members review each proposal
- Team members receive presentation from all proposers
- Team will develop consensus score for each project based on submittal requirements
- Consensus scores will be shared with elected officials at Work Sessions

Ms. Foreman shared the proposal scoring.

Commissioner Evans asked for clarification on the number of projects that can be completed. Ms. Foreman said it depends on the number and size of the proposals received.

Commissioner Adamson thanked Ms. Foreman for her presentation. She asked how staff will notify the public of the opportunity to apply for funding.

Ms. Foreman said information will be shared with all stakeholders and the information will be made available on the county website.

Ms. Foreman shared information on the small projects process. She said staff will begin the small projects process in May, 2020 with decisions to be made by the Board of Commissioners in September, 2020.

Chair Holmes thanked Ms. Foreman and said she looks forward to receiving updates on the process.

Chair Holmes called for a 5 minute recess.

The meeting went into recess and reconvened.

5. [Follow-Up Information from "State of Pre-K" Work Session](#)

- Attachments:**
- [1. Presentation Pre-K Follow Up 10-14-19.pdf](#)
 - [1. Multi-Year Projection 100 Additional Slots FY21-FY25 New Slots State Supported.pdf](#)
 - [2. Multi-Year Projection 100 Additional Slots FY21-FY25 New Slots Not State Supported.pdf](#)
 - [3. Multi-Year Projection 85 Additional Slots FY21-FY27 New Slots State Supported.pdf](#)
 - [4. Multi-Year Projection 85 Additional Slots FY21-FY27 New Slots Not State Supported.pdf](#)

Ms. Emily Lucas, Chief Financial Officer, recognized Ms. Margaret Murphy, Senior Budget and Management Analyst; Ms. Gayle Headen, Executive Director, Smart Start; and Mr. Gary Carr, Finance Director, Smart Start. She said they are available to answer questions. She also thanked staff at Human Services and the Wake County Public School system.

She shared the agenda for today's meeting.

Provide follow-up information to Commissioner questions from the June 24 "State of Pre-K" Work Session.

Topics Covered:

- Priority Enrollment Groups
- Multi-Year Projections and Cost of Expanding Pre-K
- Barriers to Pre-K Access and Services

She shared a summary of the June 24 Pre-K Work Session.

- Smart Start shared information about current service levels and funding sources.
- Highlighted use of County funds to address gap in State funding and total cost per child.
- SAS demonstrated Pre-K dashboard in development.

She shared Smart Start enrollment numbers for FY 2019.

- Eligible children defined as household income at 200% of poverty level.
- For FY 2019:
 - 13,079 total 4-year olds
 - 4,277 eligible 4-year olds
 - 3,376 of eligible 4-year olds served
 - **79% of eligible 4-year olds served**

Chair Holmes asked why some eligible children are unserved. Ms. Headen said some eligible families are not interested in services and some families are waiting for available slots.

Ms. Lucas shared the history of county funding for the Smart Start program.

She shared the updated FY 2020 projection.

- Smart Start's FY20 budget assumed 1,650 full year slots with \$700,000 state funding increase.
- Smart Start has updated projected state funding for FY20 back down to FY19 levels.
- Updated projection to 1,500 full year slots, and 150 partial year slots (November - May).

She shared the priority enrollment groups.

Are there any priority enrollment groups for NC Pre-K? Specifically, children facing homelessness?

- Head Start priority enrollment groups: children facing homelessness, children in transitional housing, foster care (receive highest points in application process - no group is ranked higher).
- WCPSS/Title I Pre-K priority enrollment group also children facing homelessness and children in foster care.
- Smart Start priority enrollment group is income eligible children who have not been served between 0-3 years.

She shared the multi-year projection development.

How much would it cost to expand Pre-K so "all" eligible children served?

- Staff worked with Smart Start to develop multi-year Pre-K expansion projections.
- Established goal of 85% eligible children served and assume 15% home-based programs or no formal program.

Ms. Margaret Murphy, Senior Budget and Management Analyst, shared cost projections.

She shared the population projections.

She shared the multi-year projection assumptions.

- Maximum addition of 100 slots per year
- Updated population estimates based on State Demographer
- No growth assumed in other Pre-K programs
- Mix of reimbursement rates
- 2% Vacancy
- Range of funding determined for each scenario based on whether additional slots would be partially funded by State.
- If State supported, County annual reimbursement cost is \$2,250-\$4,300 per slot.
- If not State supported, County annual reimbursement cost is \$10,800-\$8,700 per slot.

Ms. Murphy shared multi-year projection scenarios.

She shared a cost comparison of the two scenarios.

Chair Holmes said she has discussed pre-k funding with legislators, and they are supportive of the program. Ms. Headen said the state has offered to expand the number of funded slots, but only at the existing reimbursement rate.

Mr. Chris Dillon, Assistant County Manager, said the House and Senate have not agreed on a rate increase, but many counties are encouraging an increase.

Ms. Lucas said staff provided a worst-case scenario, which is no state support. She said it is up to the board how many additional slots to add. She said staff can provide other scenarios upon request.

Commissioner Evans asked how many slots the state would add if there were no funding restrictions.

Ms. Headen said the number of slots is not limited, but the agency must show the ability to match funds.

Chair Holmes said if the cost is higher than funding, services cannot be provided.

Ms. Headen said the market rate in Wake County is larger than other counties.

Commissioner West asked how Wake County compares to other counties in terms of Pre-K funding. Chair Holmes said Mecklenburg County has a significant amount more funding for Pre-K than Wake County does.

Ms. Headen said Mecklenburg County created an additional county-funded Pre-K program, but they still face funding issues.

Ms. Headen shared barriers to families receiving pre-k services.

1. **State Reimbursement Rate:** Does not reflect market rate, annual gap of \$2,250-\$4,300.
2. **Administration:** State allocation of 4% of slot reimbursement does not adequately cover costs.
3. **Transportation:** Smart Start places children within 10 miles, still challenging for families without adequate transportation. Smart Start estimates 250 children do not participate due to lack of transportation. Looking into pilot program for Pre-K sites to provide transportation.

Ms. Headen shared information on the transportation barrier for families. She said there were 150 families who declined Smart Start due to transportation issues.

Chair Holmes acknowledged Ms. Cathy Moore, Superintendent, WCPSS, for her support of the Smart Start.

Commissioner Evans commented on the needs of the students who receive Smart Start funding. She said eligible children are often the ones with the highest needs.

Chair Holmes commented on the needs of the children and said she is a graduate of a Smart Start program.

6. [Update on 2019 Board Goals](#)

Attachments: [BOC Work Session - Goal Update - 2019.10.14.pdf](#)
[Attachment - BOC Goals Update 2019.10.14.pdf](#)

Mr. Jason Horton, Strategic Performance Director, shared an update on board goals and initiatives.

He shared a handout of all 55 initiatives and said he would outline the top 10. He shared the current status of all 55 initiatives. He said 6 initiatives have been met, 41 are progressing properly, and 8 are facing obstacles.

He shared the background of the goals and initiatives process. He said the Chief staff in the County Manager's office are assigned initiatives to work on. He said the Chief staff meets on a regular basis to review progress.

He shared initiative E 3.1 and provided a status update.

Collaborate with WCPSS BOE to establish a mutually agreed-upon process for WCPSS local operating budget funding.

- Adopted Budget for FY20 included:
 - \$515.95 million - Total county operating appropriation
 - \$45 million increase
 - Operating costs for 4 new school
 - 161,030 - Assumed enrollment
- Next BOC/BOE joint meeting scheduled in November

He shared initiative E 1.1 and provided a status update. He said this initiative is experiencing some obstacles due to funding restrictions.

Expand capacity and access to early childhood development and Pre-K programs.

- State of Pre-K in Wake County” Work Session in June 2019
- Wake County provided funding for 1,650 pre-K slots
- State funding may affect the actual number of slots provided
- Wake County Smart Start provides quarterly reporting to the County

Mr. Horton shared initiative CH 1.8 and provided an update.

Prioritize Wake County Behavioral Health Plan work objectives and develop a two year work plan.

- Currently in implementation phase
- Human Services Committee scheduled for October 28th
- Spring 2020 Behavioral Health Summit - Report progress and develop priorities for the next plan
- Related to CH1.3, CH1.4, CH1.5, CH 1.7, CH 2.2, CH 2.3, PS 5.1, PS 6.1, & SEV 1.1

Mr. Horton shared initiative CH 2.4 and provided an update.

Assess existing programs and identify gaps in order to develop and implement a comprehensive plan to support healthy and thriving babies and moms.

- Best Baby Zone study and learning collaborative opportunity
 - Brings national expertise
 - Address social determinates of health to help babies thrive and disparities

- Workgroup scheduled between September and January
- Report is expected in the spring of 2020

Mr. Horton shared initiative SEV 1.1 and provided an update.

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.

- Affordable Housing
 - \$8.1 million in gap financing through NC Housing Financing Agency (NCHFA)
 - 536 new units in Garner, Raleigh and Wake Forest
 - NCHFA tax credits for rehab and to preserve affordability for 40 units in Wendell
 - Homelessness Prevention Program developed
- South Wilmington Street Homeless Veterans program launched
- Preservation Warning System under development

Mr. Horton shared initiative SEV 2.1 and provided an update.

Support a higher quality of life for citizens in vulnerable communities through policy changes, partnerships, workforce development and the community college.

- Grassroots Leadership Academy for emerging non-profits
- Crosby-Garfield (SE Raleigh) and Carver Center (Wendell) serve as anchor assets
- Community voice in master planning, Kaleidoscope, and programming selection
- NC State faculty incorporate ACE's and protective factor education in life coaching strategies
- Recruiting 2 new program assistants and 2 new VISTA's
- 15 employment-related activities supporting upward mobility
 - Amazon hiring events, Black Entrepreneurship Week, and City of Raleigh's Pathways to Public Service Event

Mr. Horton shared initiative PS 6.1 and provided an update.

Expand intervention opportunities for education and job-training for detainees and those reentering the community through partnerships.

- Partnership includes Wake County Sheriff's Office, Capital Area Workforce Development, Wake Technical Community College, Eckerd, and Community Success Initiative.
- Two-year pilot program funded by Wake County

- 2019 - 5 cohorts with 91 participants enrolled and 65 completing the program
- Post-release follow-up has been a challenge
 - Addressing by scheduling meetings before release, offering incentives, and contacting individuals who miss meetings.
 - Strategies have improved the rate of individuals

Mr. Horton shared initiative ES 2.1 and provided an update.

Develop and implement strategies to support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged individuals.

- Capital Area Workforce Development (CAWD) leads these efforts
- Key activities year-to-date
 - 58 new HUB/minority owned business accounts
 - 15 outreach/awareness activities
 - 2 CATALYST grants awarded to train existing workforces (i.e. upscale, new certifications)

Mr. Horton shared initiative ES 3.1 and provided an update.

Explore a multi-criteria policy for economic development incentives to include work with vulnerable communities.

- Upward Mobility Incentive Bonus approved on September 3, 2019
- Provides an 5% additional new tax growth to a qualifying business development grant for locating or expanding in Wake County
- Following conditions must be met for Upward Mobility Bonus:
 - Employees receive a minimum salary of Wake County Living Wage
 - Health insurance offered to employees and dependents
 - Prohibits discrimination against applicants and employees in hiring, promotion, discharge, pay, fringe benefits, jobs training, classification, referral, and other aspects of employment on basis of race, color, religion, sex (including pregnancy and wages), national origin, age, disability, genetics, veteran status, sexual orientation, gender identity or expression, family status, or political affiliation
 - Demonstrate second change hiring practices, including removal of prior conviction checkoffs
 - Provide a minimum of forty hours of bereavement leave for employees
 - Provide a minimum of eight weeks of parental leave for

employees

- Provide a minimum of sixteen hours of volunteer leave annual for employees
- Provide opportunities for improvement of health and wellness of employees

Mr. Horton shared initiative GS 4.2 and provided an update.

Convene Wake County municipalities and stakeholders to discuss growth, housing, sustainability, and zoning issues throughout the County.

- Planning staff regularly meets with municipal planning staff
- Discuss development issues
- Collaborate on growth projects

Mr. Horton shared the goals that are facing obstacles. He said some are within our control and some are not. listen again.

He shared information on the six goals that are complete.

Mr. Horton shared the key takeaways and next steps.

- We're making progress
 - Staff to refine and improve outcomes
- Methods to collect and report data
- Update the Wake County Transparency Portal

Commissioner West commented on the strategic process and team building. He said many issues have been identified and he likes the direction of staff in addressing the issues.

Commissioner Hutchinson thanked Mr. Horton and staff for this information.

Vice-Chair Ford thanked Mr. Horton and staff for their work. He commented on the impact these goals have on the quality of life. He said community engagement is very important.

County Manager Ellis thanked Mr. Horton for his work on the goals. He said the work on the goals and initiatives will continue to be progressive. He said the new website will be multi-lingual and will be mobile friendly.

Mr. Horton thanked staff for all their work, quarterly meeting and responsiveness to questions.

Chair Holmes said this work is phenomenal. She said accountability is

important. She commented on initiative PS 3, which is a Public Safety goal. She said other counties provide housing funding for those who complete drug treatment court and she would like to see that implemented.

Other Business

Chair Holmes said she has received a request from Moms Demand Action to change the paid parental leave policy to a family leave policy. She has been working with staff and will have more information at a future work session.

Mr. Ellis shared the funding request from Healing Transitions for their campus expansions. He said the request is \$6.6 million and he asked for board feedback on how to proceed.

Chair Holmes said Healing Transitions and Urban Ministries are working with the Housing Department to address the lack of female shelter beds, but there is still a shortage.

Mr. Ellis said the mens campus expansion requires a lease extension from the City of Raleigh, but the women's campus extension can move forward.

Chair Holmes said there is an urgent need for women's beds.

Commissioner West said he is pleased to see the county working on this issue. He said mental health and substance abuse are a systemic problem.

Vice-Chair Ford asked for the timeline of the request.

Mr. Ellis said a specific timeframe was not given, but he would like to respond to their request within 30 days.

Chair Holmes said there are several sources of funding that will not require a tax increase. She asked that those possibilities are considered.

Commissioner Adamson commented on the capacity of the shelters and said she is supportive of these expansions.

Mr. Ellis said the county typically does not fund these types of requests, but the need is urgent. He said the request from the county is 50 percent of the total cost.

Chair Holmes said she is supportive of moving forward with the women's shelter now then addressing the mens unit expansion when the lease

agreement with the City of Raleigh is complete.

Adjourn

The meeting adjourned at 5:10 p.m.

Respectfully submitted,

Michelle Cerett, Executive Assistant
Wake County Board of Commissioners