



# Wake County

301 South McDowell Street  
Raleigh, NC

## Meeting Minutes Board of Commissioners

---

Friday, January 8, 2021

9:00 AM

Wake County Justice Center

---

### BOC Retreat - Meeting Held Remotely

#### Board of Commissioners' Retreat Materials

**Present:** 7 - Chair Matt Calabria, Vice-Chair Vickie Adamson, Commissioner Susan Evans, Commissioner Sig Hutchinson, Commissioner Shinica Thomas, Commissioner James West, and Commissioner Maria Cervania

Staff Present: David Ellis, County Manager; Scott Warren, County Attorney; Jason Horton, Strategic Performance Director; Ben Canada, Assistant to the County Manager; and Yvonne Gilyard, Deputy Clerk.

Others Present: George Alwon, Raleigh Consulting

#### 1. Agenda

**Attachments:** [Agenda - Retreat Day 2 January 8 Final.pdf](#)

#### Meeting Called to Order: Chair Matt Calabria

Chair Calabria opened the meeting with opening remarks. He shared that today is the day that the Board Of Commissioners will build priorities. He shared that there will be another retreat scheduled for January 29th. He shared that he is very optimistic about the opportunities to weigh in on county priorities and that this is a great start to the new year. He thanked Mr. Alwon, Facilitator.

Mr. Alwon welcomed everyone back and shared that the meeting on January 7th was a great start. He shared the goal for today's agenda and meeting logistics. He shared that they will discuss the why's, who's and what's. He asked the commissioners to share what the board should be mindful of moving forward as it relates to the needs of the community.

Vice-Chair Adamson said the needs of the citizens.

Commissioner Evans expressed the need to be mindful that all the needs of citizens and vulnerable communities have exasperated.

Chair Calabria spoke of opportunity and equity.

Commissioner Hutchinson said collaboration, improvement of health and the well-being of citizens.

Commissioner Cervania said health and well-being, quality of life for citizens.

Commissioner Thomas said issues that the pandemic has magnified, collaboration, productive.

Commissioner West said engagement and problem solving.

Manager Ellis thanked the board for their participation in the assignments for the retreat. He shared that there have been tangible results over the years that have produced realistic goals. He shared that things may not be as smooth as they have been and that additional staff may be involved in the process. He asked the board to be patient as we navigate during this time.

## 2. Proposed Goal Structure Changes

**Attachments:**    [BOC Retreat - Proposed Structure Changes \(2021.01.06\).pdf](#)

Mr. Jason Horton, Strategic Performance Director, shared the current structure.

7 Goals, 29 Objectives, and 47 Initiatives.

Goal include:

- ☐ Community Health
- ☐ Economic Strength
- ☐ Education
- ☐ Great Government
- ☐ Growth and Sustainability
- ☐ Public Safety
- ☐ Social and Economic Vitality

He shared the board goals structure.

- **Issues**

- Lack clarity between each level.
- Difficult to include performance measures based on our current language.

- Focused on initiatives (or the 'how').
- **Proposed Solutions**
  - Recreate the goal structure and define each tier.
  - Consider and develop performance measures.
  - Open the approach to include solutions from the board, committees, advisory boards, community partnerships, and/or staff.

He shared the existing structure/proposed structure slide with definitions.

He shared the example (for illustrative purposes only)

Commissioner West shared comments on quantitative and qualitative goals and how they are measured successfully.

Mr. Horton shared prior to today. He asked the commissioners to submit individual goals and policy priorities. He shared that staff reviewed and selected highlights.

He shared what to expect today.

- Focus on high level policy priorities such as:
  - Why is this important? What difference will it make?
  - Who is the target population? Who do you intend to serve?
  - What do you want to accomplish? What difference do you want to make?
  - Any processes (or 'hows') will be discussed on January 29th.

He shared what to expect after today.

- Staff will use the board's direction to draft goals, objectives, measures, and strategies.
- January 29th:
  - Review draft goals and objectives developed by staff.
  - Identify potential gaps.
  - Discuss potential performance measures and strategies (initiatives, or the 'hows').

He shared board opportunities for feedback.

- January 8th - Retreat day 2
- January 29th - Retreat day 3
- February 8th - Work Session (*if needed*)
- February 15th - Board consideration for approval

He shared the session goals.

- Identify this Board's policy priorities.
  - Gain insights on your rational and thought processes.
- Focus on who, why, and what.
- Staff's role is to listen and ask clarifying questions.

He shared the discussion order.

- Focus Economic Strength
- Education
- Community Health
- Social and Economic Vitality
- Public Safety
- Growth and Sustainability
- Great Government on who, why, and what.
- Staff's role is to listen and ask clarifying questions.

He shared the Magic Wand Exercise.

If the board had a magic wand, what change would you make first?

Why?

- Finish each key focus area by:
  - Briefly review potential policy themes (or topics).
  - Ask whether anything is missing?

He shared the common themes across all topics

He shared economic strength. This is open dialogue with Commissioners.

Commissioner Evans shared that everyone that is able to work earn a living wage should have that opportunity.

Chair Calabria shared that citizens have an opportunity to have adequate training.

Vice-Chair Adamson shared that all citizens have life-long learning opportunities that lead to wage jobs. Build generational wealth and be removed from poverty

Commissioner West shared in order to bring out the best in Wake County, allow citizens an opportunity to reach their full potential.

Commissioner Cervania shared that citizens have a thriving contribution to the county as a whole. She shared diversify economics, balance, and

young talent.

Commissioner Thomas shared that people have necessary needs such as a safe place to live, healthcare and walkable places for adults and children.

Commissioner Hutchinson shared educated population, partnerships to include Wake Tech, WakeMed and Wake County Public Schools. He shared creating the highest quality of life thru leveraging resources.

There was additional discussion to include tourism, economic benefits, economic strength, living wages, and affordability.

Mr. Horton shared the economic strength slide and shared additional information referencing the tiles. He shared that on small businesses and entrepreneurship he would like the commissioners to share their input on the why's.

Commissioner Hutchinson shared that opportunities should be created for citizens to start and/or create a business. He shared that the workplace model has been used to provide a living wage for employees and a quality of life for residents.

Commissioner Evans shared that the living wage alone will not afford residents that they need as a stand alone. They need family paid leave, economic status.

Commissioner West shared comments on the living wage and job satisfaction.

Commissioner Cervania shared stats on Wake County's small businesses. She shared thoughts on the investment of small businesses.

Education (Open dialogue)

Commissioner Evans shared that every child has access to quality learning before entering school, quality support from school personnel, to help each child to be successful and meet their potential. After K-12 have reasonable financial assistance to training for economic mobility.

Commissioner Thomas shared that support for teachers and educators at all levels. Are they receiving adequate pay, values on trades and entrepreneurship. She shared that we should look at the whole child and that black and brown students have the same opportunities as others.

Chair Calabria shared that he would like for educators to thrive. He also

shared that he would like for students to be able to thrive while they are young and healthy. He shared comments as it relates to the integration and inert-relations as it relates to families.

Commissioner Hutchinson shared high quality and affordable education, vertical integration with the education system. He shared that he would like to focus on the first 1000 days. Birth to high school, how to give greatest opportunities.

Commissioner Cervania shared the WCPSS vision statement. She shared that there are wrap services. She shared comments on systemic and diversity relations and the integration efforts. She shared that there should be assistance with language barriers.

Commissioner West shared that every child should have a nurturing environment. The whole family can be purpose driven, children experimentation and have the desire to learn. Productive and successful students that can be feel good about themselves.

Vice-Chair Adamson shared that we would like a highly-educated population. Appropriate accessible and high quality.

#### Community Health (Open Discussion)

Commissioner Thomas shared that access to quality and affordable health care for all residents is needed. Proximity and affordability. It would eliminate emergency room visits, having access to providers that can relate to them, example skin tone.

Vice-Chair Adamson shared decentralization. Going to where people are, central facilities are being under utilized.

Commissioner Cervania shared health outcomes. Want people to have active role in their health. County responsible to let residents know what resources are available. To have a thriving healthy population.

Commissioner Hutchinson shared to improve health of whole person, social determinates, promoting healthy lifestyles and healthy foods. He made reference to the Behavioral Health Plan from Human Services. He referenced Live Well Wake, PlanWake, and the work of the directors group.

Chair Calabria shared that everyone should have an enjoyable life. Want quality and efficiency for residents. Investing in upstream stock, an ounce of prevention for a healthier workforce. Filling the gaps with mental and dental.

### Social and Economic Vitality (Open Discussion)

Commissioner West shared thoughts on economic vitality and the social services model. He shared that the root causes should not be left out.

Commissioner Evans shared thoughts on affordable housing and the stability of having housing. She shared that there are ripple effects, no permanent address, job, hard to learn for the students.

Chair Calabria everyone should be adequately feed, protected and housed. He shared the work of Food Insecurities.

Commissioner Thomas shared thoughts on accessible and affordable options under food securities. She shared that access to internet at the library is not enough and that the digital divide is real. Look at programs already in place and put into other categories.

Commissioner Cervania shared that equity is important for all citizens. She shared thoughts on the accessibility of the internet, vulnerability, recidivism.

Commissioner Hutchinson shared thoughts on vulnerable communities. He shared that the focus is on social determinants and the housing first model. Supportive housing, identify land to availability for housing. He shared that food security is important that will provide food and economic development to farmers.

Vice-Chair Adamson shared to provide everyone with a basic standard of living. Because all citizens should have safe housing and food to eat. Preserve a person's dignity.

Mr. Horton shared information on the internet and broadband as it relates to the social and economic concerns.  
He shared that he would like input on recidivism

Chair Calabria shared that recidivism is not only a social economic issue or public safety. He shared that they are two components that include the transition and to be the best platform for productive law abiding citizens.

Commissioner Hutchinson shared thoughts on broadband and that it does not reach all communities as needed. Recidivism: Diversion, bail reform, citations, drug court.

Commissioner West shared that there is not adequate program that addresses recidivism.

Commissioner Cervania shared the definition of recidivism and how it

affects the person that is convicted and have served their time.

Manager Ellis shared that there is a Re-entry council that the board can review.

#### Public Safety (Open Discussion)

Commissioner Thomas shared criminal justices polices, equity policing for the community across the board. Acknowledge that there are disparities.

Chair Calabria shared a population that is safe as possible. Efficient with tax dollars, workforce that looks like the county, opportunities to be more integrated, equitable and thoughtful of community goals.

Commissioner West shared perception determines behavior. He shared that if a civil society, there needs to be peace and commonality on an issue that could destroy us.

Commissioner Cervania shared safe and just community, residents can trust and not be afraid of public safety officials.

Commissioner Hutchinson create a safe community where residents can thrive. Move individuals from criminals to productive citizens. It affects the family. Less expensive to have productive citizens. He shared that there are recommendations from the Criminal Justice Reform.

Vice-Chair Adamson to provide quality services where everyone can feel equally served. Provide a de-escalation facility.

#### Growth and Sustainability

Commissioner Hutchinson shared clean water supply for healthy communities and economic development. He shared the One Water Principles concept. He said that he would like to highlight ground water and the safety of the ground water. He shared thoughts on stormwater and the issues surrounding it. He shared PlanWake to create healthy communities where people can thrive and create more partnerships.

Chair Calabria shared that transportation is important so that citizens can get around, equity and transportation.

Commissioner Cervania shared sustainability of the aforementioned areas. She shared that an action plan be created as it relates to resources and that the county become role models for the citizens.

Commissioner Evans shared that transit is important and helps with economic mobility. More public transit, transit oriented housing. She shared that planning should be done on how to manage waste in the future. Continuing efforts in reuse and recycle.

Commissioner West shared thoughts on the GoTriangle Citizens Advisory Committee and the study that was reviewed.

Commissioner Thomas shared that transportation is expensive to families. Vice-Chair Adamson shared that growth and sustainability is the quality of life. To preserve and have smart planning.

Great Government

Commissioner Thomas shared that a robust equity and robust training plan be put in place county wide but, start internally.

Commissioner West shared there are change in needs and demographics. There should be sustainability.

Commissioner Cervania shared that she wants Wake County to be the best managed county. A board that is reflective of the community, to include employees.

Commissioner Evans shared that superior services are offered to residents by staff and continue to be innovative and efficient. Be focused on meeting residents where they are. Ensure that information is updated and accessible. Stay focused on continuing improvement policy and procedures for the board.

Commissioner Hutchinson shared that the focus on staff level is missing and recruitment and retaining happy employees. Express gratitude for staff, professional development opportunities, career advancement,

Chair Calabria shared diversity, equity and inclusion.

Vice-Adamson shared that citizens should have a voice in county government. She shared parking lot topics: Veteran's services and Animal Services.

Commissioner Thomas: premier place to live and work, agreed with services for veterans and integration of services.

Commissioner Cervania shared thoughts on veterans affairs. She shared that there should be more focus on seniors and persons with disabilities.

Commissioner West shared thoughts on a program he visited in San Diego on veteran services.

Commissioner Hutchinson shared that his parking lot is the arts.

Manager Ellis shared that reports can be provided to the commissioners referencing animal services.

Mr. Horton reminded the board about the next steps for January 29th. He shared that meeting with staff and subject experts will be held and the draft goals and objectives of today's meeting will be reviewed.

Commissioners made final closing remarks.

## **Adjourn**

The meeting adjourned at 12:55pm.

Respectfully submitted,

Yvonne Gilyard, Deputy Clerk