

Wake County Board of Commissioners - 2020 Goals, Objectives, and Initiatives



Community Health

Goal: Promote a behavioral and physical health system that benefits all residents.

Objective	Priority	Initiative	Notes
CH1: Support and build capacity through a comprehensive Behavioral Health Plan for the treatment and management of residents who experience behavioral health challenges.		CH 1.1: Develop programs for assisting detained and/or incarcerated individuals that suffer from mental illness.	
		CH 1.2: Develop a sustainable financial plan to support future WakeBrook operations.	
		CH 1.3: Leverage Wake County Human Services and our partners to enhance data sharing related to behavioral health services.	BOC clarified the definition of "data sharing" as the transfer of treatment information, not only referrals.
	★	CH 1.4: Enhance the availability and diversification of substance abuse treatment options.	Workplan will include medically assisted treatment options, Recovery Court, and assistance to Alliance and Healing Transitions.
		CH 1.5: Evaluate performance and current metrics of crisis services to identify additional needs or service gaps.	
CH2: Improve the health outcomes of Wake County residents through a comprehensive approach to promote active lifestyles and improving access to health services and healthy foods.		CH 2.1: Support efforts to share medical records between safety net providers through a common platform.	
	★	CH 2.2: Consolidate the Community Health Needs Assessment and Population Health Task Force recommendations into the Live Well Wake community collaborative. The collaborative will develop a multi-year plan to improve health and well-being.	
	★	CH 2.3: Develop and implement a comprehensive plan to enhance the health outcomes for babies and moms. Use best practices to reduce infant deaths and related disparities.	The draft plan may define 'babies' as ages zero through five and will include efforts that support healthy outcomes during the first 1,000 days of life (approximately three years of age). The tentative workplan will include a webpage to serve as a resource to promote services provided by the county.
		CH 2.4: Participate in state led Medicaid Transformation through partnerships with the community and the North Carolina Department of Health and Human Services.	Workplan will include the 'Healthy Opportunities' pilot application to test non-medical interventions designed to improve health outcomes and reduce healthcare costs for a subset of Medicaid enrollees. The pilot prioritizes housing, food, transportation, and interpersonal violence. Medicaid expansion will be considered in the county's legislative agenda.
		CH 2.5: Support tobacco and vaping prevention focusing on school-aged children and reducing use among the general population.	

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Economic Strength

Goal: Create job opportunities for all, enhance our business-friendly environment to attract, retain and support business development and diversify the economic base.

Objective	Priority	Initiative	Notes
ES1: Support economic development efforts to bring targeted jobs and businesses to Wake County.			
ES2: Leverage and collaborate with partners to increase opportunities and support for entrepreneurial ventures and existing businesses.		ES 2.1: Evaluate and measure the effectiveness of strategies that support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged people.	
		ES 2.2: Evaluate and measure the effectiveness of strategies that support small-business creation and successful entrepreneurship.	
ES3: Develop economic development strategies and tools that encourage socially responsible business practices and the creation of healthy workplaces.		ES 3.1: Create a platform to encourage and facilitate businesses with socially responsible employment practices.	Workplan will include gender pay equity when defining "socially responsible employment practices". The workplan will identify Wake County as a leader employer best practices and highlight enacted policies for others to use as an example.
	★	ES 3.2: Explore options to identify and increase opportunities for minority-owned enterprises seeking to do business with Wake County.	
ES4: Work with community partners to provide robust workforce development and talent training.			

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Education

Goal: Through collaboration with education stakeholders, achieve a well-educated, skilled citizenry prepared for success.

Objective	Priority	Initiative	Notes
E1: Collaborate with our continuum of education providers to enable integration of County strategic plans and programs.	★	E 1.1: Implement strategies that support capacity and access to early childhood development and Pre-K programs for all eligible and interested four year old's.	Scenarios were presented at the October 2019 BOC Work Session to achieve access for all eligible and interested four year old's over five and seven years. Wake County SmartStart submitted a FY21 budget request that aligns with the seven year scenario and funding for a pilot transportation program.
		E 1.2: Explore the need for summer and track-out programs for children whose families face barriers to access.	Workplan will identify the specific barriers (i.e. financial, English as a second language) and potential partners (i.e. municipalities, nonprofits).
	★	E 1.3: Identify and support WCPSS efforts to improve the educational outcomes for students affected by homelessness.	
		E1.4: Explore options to make community college opportunities accessible and affordable to Wake County graduates.	
		E 1.5: Implement and measure the effectiveness of the WakeWorks apprenticeship program in partnership with Wake Technical Community College.	Workplan will connect WakeWorks (initiative E1.5) and vulnerable communities (initiative SEV 2.1) in an effort to avoid potential disparities during implementation of the apprenticeship program.
E2: Maintain a long-term capital plan for WCPSS and Wake Tech needs that are bound by strong financial policies designed to maintain the county's AAA bond rating.		E 2.1: Implement financing strategies to address needs identified in the Capital Improvement Plan.	
E3: Work in partnership with WCPSS to improve understanding of the annual budget development and approval process.			
E4: Support inclusive cultural and artistic programs that broaden perspectives and enrich everyday experiences.			

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Great Government

Goal: Be a fiscally-responsible county government that empowers, protects and serves its citizens through a culture of respect, collaboration and innovation.

Objective	Priority	Initiative	Notes
GG1: Improve the customer's experience and treat every citizen with dignity, respect and appreciation.		GG 1.1: Establish guidelines for departments to use in measuring customer satisfaction and soliciting customer feedback.	
GG2: Improve effectiveness, efficiency, transparency, and responsiveness through innovation and technology.		GG 2.1: Review and update board policies and procedures to align with best practices for boards of commissioners.	Workplan will include evaluating an electronic sign-in tool and improved reporting on board and commission attendance.
GG3: Maintain a culture within the county government that supports enhancing the health and wellbeing of employees and their families.			
GG4: Utilize data-driven decision-making processes and methods wherever possible.		GG 4.1: Build the resources to assist departments with obtaining and maximizing effective data analytics.	
		GG 4.2: Establish a countywide performance management program.	
GG5: Engage community members in envisioning the County's future.	★	GG 5.1: Explore and develop strategies to improve community engagement.	Workplan will include identifying the Board's objectives and then evaluating specific ideas (i.e. 'Civic Saturdays', town hall meetings in municipalities, listservs) for achieving those objectives.
		GG 5.2: Increase opportunities for public engagement during the budget process.	
		GG 5.3: Explore the opportunity for taxpayers to contribute additional funds through tax bills to specific services, programs, and partnerships.	

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Growth & Sustainability

Goal: Establish a deliberate and realistic approach to address growth and mobility while preserving our environment and enhancing our quality of life.

Objective	Priority	Initiative	Notes
GS1: Implement a comprehensive approach for preserving open space and developing parks and greenways to address gaps, leverage opportunities and resources, and enhance collaboration with municipal and nonprofit partners.			
GS2: Promote sustainability efforts throughout the county including, but not limited to, such items as clean energy, native plants and locally grown food and addressing the issues associated with climate change.		GS 2.1: Update and implement the comprehensive solid waste plan to address waste management through 2040.	
GS3: Address quality and quantity issues associated with water resources.	★	GS 3.1: Collaborate with the Water Partnership on One Water initiatives to identify a multiyear sustainable water supply.	Workplan will include: status of the current ground water study, clean and safe wells for drinking water through education and testing with an emphasis toward equity, any efforts to address water quality (not just quantity), a sustainable long term water supply, stormwater mitigation, green infrastructure programs, drought protection, land conservation in the watersheds and protecting water supply reservoirs. Watershed and stream buffer protection will also be included in the county's legislative agenda.
GS4: Develop and implement the long range transportation and land use plans to support active and vibrant communities.		GS 4.1: Update the county's comprehensive land use and transportation plans (PLANWake) to integrate Wake County's growth plans.	
		GS 4.2: Identify and consider amendments to the Wake County Unified Development Ordinance to integrate with the PLANWake (the updated comprehensive land use plan).	
GS5: Guide the implementation of the Wake County Transit Plan to reduce congestion and promote multi-modal options.	★	GS 5.1: Monitor and oversee the transit governance interlocal agreement.	
	★	GS 5.2: Identify opportunities to create affordable housing along transit corridors by leveraging public land.	
		GS 5.3: Implement strategies to address transit affordability and equitable mobility in vulnerable communities and rural areas.	
		GS 5.4: Identify and recommend multi-modal transportation opportunities supporting the Wake County Transit Plan.	

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Public Safety

Goal: Provide a safe, secure and healthy community through coordinated, efficient and effective public safety services.

Objective	Priority	Initiative	Notes
PS1: Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.		PS 1.1: Establish a County-wide standard for fire service in the unincorporated areas and develop an operating and financial plan to achieve and sustain agreed upon service levels.	
PS2: Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to prevent, mitigate and respond to emergencies related to hazardous materials.		PS 2.1: Support the work of the Local Emergency Planning Committee to improve communications and preparedness related to hazardous materials risks and potentially hazardous sites.	
PS3: Reduce recidivism and barriers to success for incarcerated persons through education, substance abuse treatment, diversion and reentry programs.	★	PS 3.1: Implement strategies to reduce recidivism.	Workplan should incorporate examples such as: 1) peer counselors in the detention center with letter writing, 2) medications (including medically assisted treatment) and prescriptions upon release, 3) thirty day transit passes, 4) connections to housing, employment and health care opportunities, and 5) exploring the use of overdose mapping software to pre-deploy public safety resources.
		PS 3.2: Evaluate and measure the effectiveness of education and job-training for detainees and those reentering the community.	
PS4: Implement strategies to improve personnel retention and workforce wellbeing in public safety departments.		PS 4.1: Implement best practices for volunteer recruiting, retention, and utilization in emergency services.	
	★	PS 4.2: Continue programs and evaluate strategies that support public safety employees affected by traumatic on-the-job experiences.	
PS5: Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.			

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Social & Economic Vitality

Goal: Improve economic workforce development and social opportunities in vulnerable communities through strategic partnerships.

Objective	Priority	Initiative	Notes
SEV1: Create more affordable housing opportunities and support efforts to end homelessness.	★	SEV 1.1: Implement the Wake County Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024.	BOC clarified the definition of "end homelessness" as functional zero--which is consistent with the US Department of Housing and Urban Development (HUD) definition. Workplan will include strategies to increase workforce housing near public schools.
		SEV 1.2: Expand stable permanent supportive housing opportunities.	
	★	SEV 1.3: Convene municipal elected officials to identify strategies for increasing county-wide affordable housing supply.	
SEV2: Develop a comprehensive approach to addressing the needs of Wake County's most vulnerable regions and communities to improve the overall wellbeing of their residents.		SEV 2.1: Support a higher quality of life for citizens in vulnerable communities through policy changes, partnerships, workforce development and the community college.	Workplan will connect WakeWorks (initiative E1.5) and vulnerable communities (initiative SEV 2.1) in an effort to avoid potential disparities during implementation of the apprenticeship program.
		SEV 2.2: Develop and support programs and partnerships that reduce adverse childhood experiences and increase resiliency in families and communities.	
SEV3: Support collaboration among agencies, nonprofits, governments and the community to deliver more evidence-based services to our citizens.	★	SEV 3.1: Implement the comprehensive Wake County Food Security Plan and measure the impacts of county-resourced efforts.	Workplan will include the needs of Wake County seniors.
SEV4: Promote efforts to support seniors aging in place.			