



Wake County
Board of Commissioners
2021 GOALS

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

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01



Community Health and Vitality



Goal CHV 1

Improve residents' health and well-being by promoting healthy behaviors and lifestyles.

Rationale

Everyone deserves to thrive, and Wake County is committed to ensuring that all residents have opportunities to live long, healthy, productive lives. By focusing on the social determinants of health, the County will create environments that make healthy choices outcomes possible for all. This includes access to affordable, high-quality preventative care, nutritious food, and wellness programs and promoting active lifestyles through the availability of greenways, open space, and walkable neighborhoods. Wake County's initiatives like Live Well Wake, Behavioral Health Plan, and PLANWake have already set these ideas into motion.

Objectives

- ▶ Improve individual well-being.
- ▶ Increase the length of life.
- ▶ Promote active lifestyles in alignment with PLANWake and other Growth and Sustainability strategies.
- ▶ Increase access to affordable preventative care.
- ▶ Improve access to healthy foods.
- ▶ Decrease alcohol and drug substance abuse.
- ▶ Decrease tobacco and vaping use.

Comprehensive Plans and Key Resources

- ▶ Live Well Wake
- ▶ Wake County 2019 Community Health Needs Assessment
- ▶ Population Health Task Force
- ▶ Infant Mortality 2020 Workgroup Report
- ▶ Wake County Behavioral Health Plan 2019-2020
- ▶ PLANWake

Example Indicators and Performance Measures

- ▶ Average life expectancy
- ▶ Number of patients evaluated by EMS that show signs of suspected mental health and substance use disorders
- ▶ Number of alcohol-impaired driving deaths
- ▶ Number of drug overdose deaths and hospitalizations
- ▶ Number of opioid pills dispensed (rate per 10,000 population)

Example Strategies:

- ▶ **CHV 1.1:** 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.
- ▶ **CHV 1.2:** Implement and evaluate the action plan outlined in the Infant Mortality 2020 Workgroup Report, to enhance the health outcomes for babies and moms, reduce infant deaths, and reduce related disparities.
- ▶ **CHV 1.3:** Update and implement the Behavioral Health Plan.
- ▶ **CHV 1.4:** Enhance the accessibility and diversification of substance abuse treatment options.
- ▶ **CHV 1.5:** Support tobacco and vaping prevention, focusing on school-aged children and reducing use among the general population.



Goal CHV 2

Improve access to affordable, high-quality care for all residents experiencing medical and/or behavioral health challenges.

Rationale

By ensuring access to a robust network of resources, Wake County can help improve its residents' quality of life. Expanding access to medical and behavioral health treatment is critical—and residents need affordable, diverse healthcare services and providers close to where they live and work. Enlisting our community partners' help and utilizing existing regional centers will increase efficiency, allowing the County to provide more treatment services. Residents with medical or behavioral needs should have more options for health and mental crises outside of the emergency room. Wake County can help fill those gaps.

Objectives

- ▶ Increase access to behavioral health services and facilities.
- ▶ Increase access to medical health care services and facilities.
- ▶ Eliminate disparities in the quality of medical and behavioral health care.
- ▶ Improve clinical efficiencies.
- ▶ Increase the coordination and sharing of relevant data among care providers.

Comprehensive Plans and Key Resources

- ▶ Wake County 2019 Community Health Needs Assessment
- ▶ Wake County Behavioral Health Plan 2019-2020
- ▶ Population Health Task Force
- ▶ Infant Mortality 2020 Workgroup Report
- ▶ Human Services 20-Year Master Plan

Example Indicators and Performance Measures

- ▶ Percentage of the population uninsured
- ▶ Percentage of Medicaid applications processed on time
- ▶ The ratio of healthcare providers to population
- ▶ Number of people utilizing Wake County health clinic services
- ▶ Number of visits to the Wake County health clinic
- ▶ Amount of time WakeBrook is on diversion
- ▶ Rates of emergency room/department visit for mental health conditions
- ▶ Number of avoidable bed days (behavioral health)
- ▶ Percentage of individuals returning for treatment for 30 days (behavioral health)
- ▶ Number of Wake County Sheriff's Office officers who received Crisis Intervention Training

Example Strategies

- ▶ **CHV 2.1:** Participate in state-led Medicaid Transformation through partnerships with the community and the North Carolina Department of Health and Human Services.
- ▶ **CHV 2.2:** Develop a sustainable financial plan to support future WakeBrook operations.
- ▶ **CHV 2.3:** Evaluate performance and current metrics of crisis services to identify additional needs or service gaps.
- ▶ **CHV 2.4:** Evaluate the effectiveness of the behavioral health urgent care pilot and determine the next steps.
- ▶ **CHV 2.5:** Leverage Wake County Human Services and our partners to enhance behavioral health services data sharing.
- ▶ **CHV 2.6:** Support efforts to share medical records between safety net providers through a common platform.



Goal CHV 3

Support a higher quality of life for vulnerable residents and communities.

Rationale

Wake County's commitment to equity requires a commitment to vulnerable residents and communities. The County seeks to foster upward mobility such that all people have the tools and resources they need to succeed and live happy and fulfilling lives. For vulnerable residents, the County recognizes that additional community and partnership support may be necessary to help residents make positive changes and reach their desired self-sufficiency level. Assisting residents to become productive and prosperous is both the right thing to do and a way to ensure that all residents can contribute to the community.

Objectives

- ▶ Foster upward mobility.
- ▶ Encourage the creation of livable wage jobs with affordable benefits.
- ▶ Implement policies that positively impact vulnerable communities.
- ▶ Implement policies that positively impact the most vulnerable residents, with an emphasis on:
 - » Adverse childhood experiences.
 - » Foster children and families.
 - » Justice-involved residents.
 - » Residents with disabilities.
 - » Seniors.
 - » Veterans and military families.
- ▶ Recognize the significant contributions of veterans and military families.
- ▶ Build and strengthen community partnerships.
- ▶ Provide proximate, place-based civic engagement and resource access.

- ▶ Support capacity-building opportunities.
- ▶ Foster and support career enhancement and job creation.
- ▶ Increase access to workforce development, education, training, and entrepreneurship development.

Comprehensive Plans and Key Resources

- ▶ Live Well Wake
- ▶ Wake County Social and Economic Vitality
- ▶ A Better Wake

Example Indicators and Performance Measures

- Upward mobility rank
- Living wage
- Poverty rate

Example Strategies

- ▶ **CHV 3.1:** 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 (strategy E 3.1) and vulnerable communities (strategy CHV 3.1) to avoid potential disparities during the apprenticeship program's implementation.
- ▶ **CHV 3.2:** Develop and support programs and partnerships that reduce adverse childhood experiences and increase resiliency in families and communities.
- ▶ **CHV 3.3:** Convene a Veterans Services Task Force to review assistance provided to veterans and military families.

**Goal CHV 4**

All residents should have access to safe, nutritious, culturally appropriate, and affordable food.

Rationale

Access to healthy food is a basic human need and right. Food security means that all residents have the food they need, ensuring that everyone is fed with nutritious diets and that no one's next meal is in doubt. In addition, food provided should be in line with people's cultural and religious beliefs. Wake County is committed to ensuring food access for all through a whole systems approach to food security. The County is fortunate in this mission to have amazing community partners. The County will continue to coordinate with regional and statewide leaders and community partners to develop a vibrant food systems network to ensure accessible and affordable food options.

Objectives

- ▶ Ensure reliable food access—including for young children and seniors.
- ▶ Improve food access for those in USDA-classified deserts with limited transportation or grocery store access.
- ▶ Increase cooperation and coordination with regional and statewide partners.
- ▶ Continue to partner with the community groups and highlight their work.
- ▶ Support food systems, including the expansion of locally grown foods and access to markets.

Comprehensive Plans

- ▶ Wake County Food Security Plan

Example Indicators and Performance Measures

- ▶ Meal gap
- ▶ Pounds of local foods secured by public institutions and food banks
- ▶ Community participation
- ▶ County-based food supply
- ▶ Partnerships and organizational connections
- ▶ Farmers market SNAP redemptions

Example Strategies

- ▶ **CHV 4.1:** Implement the comprehensive Wake County Food Security Plan and measure the impacts of county-resourced efforts.
- ▶ **CHV 4.2:** Support and encourage local food systems that include the production, distribution, acquisition, consumption, and disposal of locally grown foods.



Goal CHV 5

Create affordable housing opportunities and support efforts to end homelessness.

Rationale

Stable, affordable housing is critically important to the quality of life of Wake County residents. Housing environments play a crucial role in the social determinants of health, while housing costs dictate the amount of family income available for food, education, or other investments. Rising housing costs increase the risk of housing instability, eviction, and homelessness among some of the County's residents. Wake County's housing programs will minimize the number of residents experiencing homelessness and unstable or transient housing using the 'Housing First' model. The County will also increase the number of affordable housing units and protect existing affordable housing stock.

Objectives

- ▶ Preserve existing affordable housing units.
- ▶ Increase the number of legally binding affordable housing units.
- ▶ Leverage land for affordable housing development opportunities.
- ▶ Continue rental assistance and eviction prevention programs.
- ▶ Increase wrap-around services for residents in need of additional support.

Comprehensive Plans and Key Resources

- ▶ Wake County Affordable Housing Plan
- ▶ Wake County 2020-2025 Consolidated Plan
- ▶ Analysis of Impediments to Fair Housing Choice
- ▶ House Wake! Strategic Plan
- ▶ Live Well Wake

Example Indicators and Performance Measures

- ▶ Increase and preserve the County's legally binding affordable housing inventory by 2,500 units by 2024.
- ▶ Median monthly housing costs, owner-occupied housing units with a mortgage.
- ▶ Percentage of people spending more than 30% of their income on rental housing.

Example Strategies

- ▶ **CHV 5.1:** Implement the Wake County Affordable Housing Plan to increase and preserve the County's affordable housing inventory by 2,500 units by 2024.
- ▶ **CHV 5.2:** Expand stable, permanent supportive housing opportunities.
- ▶ **CHV 5.3:** Convene municipal elected officials to identify strategies for increasing county-wide affordable housing supply.





02



Economic Strength



ECONOMIC STRENGTH

Goal ES 1

Every resident has opportunities to be successful and thrive in Wake County's economic prosperity.

Rationale

As one of the nation's fastest-growing regions, Wake County is home to many businesses—from Fortune 500 household names to small and mid-sized companies. It is consistently rated as one of the best places in the country to live and work. Every resident deserves the opportunity to be a part of this success story. It is the County's responsibility to make that happen by creating an environment where all people can thrive and provide the tools needed to succeed (including training, education, and a living wage). By leveraging the County's resources and community partnerships, any residents should be able to play an active role in the economy's success and enjoy a high quality of life as a result.

Objectives:

- ▶ Foster upward mobility.
- ▶ Encourage the creation of livable wage jobs with affordable benefits.
- ▶ Attract and retain young workers through partnerships with local colleges and universities.
- ▶ Increase access to workforce development, education, training, talent management, and entrepreneurship development.
- ▶ Build and strengthen community partnerships with community health and vitality strategies.
- ▶ Foster and support residents' career enhancement and job creation.

Example Indicators and Performance Measures:

- ▶ Upward mobility rank
- ▶ Cost of living index

Example Strategies:

- ▶ **ES 1.1:** Create a platform to encourage and facilitate socially responsible business practices in business.
- ▶ **ES 1.2:** Explore options to identify and increase opportunities for minority-owned businesses and historically underutilized companies seeking to do business with Wake County.
- ▶ **ES 1.3:** Convene stakeholders to identify, explore, and implement local strategies to foster greater economic mobility. Tactics may include economic support/training, coaching, programs targeted toward adverse childhood experiences, behavioral health, access to capital, and others.

**Goal ES 2**

Ensure that all households have access to affordable, high-speed internet.

Rationale

Access to information is essential for education, economic mobility, and social well-being. Wake County recognizes the importance of the internet in one's ability to participate in today's society fully. As such, the County wants every home to have access to affordable high-speed internet and all residents to have the tools to get online. People should not be excluded from engaging in essential tasks due to a lack of internet access. Ensuring that residential high-speed internet gets to the communities who need it will help address the digital divide and allow the entire community to thrive.

Objectives

- ▶ Increase high-speed internet coverage—including rural areas of Wake County.
- ▶ Eliminate disparities in household internet access.
- ▶ Increase resident's ability to access the internet.

Key Resources

- ▶ ConnectWake.org (County supported website)
- ▶ North Carolina Broadband Indices

Example Indicators and Performance Measures

- ▶ Broadband internet coverage
- ▶ Number of households with broadband internet access (US Census, ACS)

Example Strategies

- ▶ **ES 2.1:** Identify and work with partners to enhance high-speed internet connectivity options for all residents. Explore methods to reduce barriers, leverage resources, and facilitate the buildout of high-speed internet that enables coverage, speed, and affordability for all residents.



ECONOMIC STRENGTH

Goal ES 3

Support economic development efforts to bring diverse jobs, talent, businesses, and visitors to Wake County.

Rationale

Wake County combines cost, comfort, and culture (plus thousands of diverse jobs) to make it one of the best places to live, work and visit in the world. As the region grows, the County must attract new businesses, encourage expanding existing businesses, recruit talent, and diversify the economic base. In addition to landing global headquarters and recruiting international companies, a focus on small business success and our local workforce's strength is also vital. A strong economy leads to a high quality of life, attracting businesses, talent, and tourism to the region.

Objectives

- ▶ Attract and retain a diverse economic base.
- ▶ Attract, develop, manage, and retain a talented workforce.
- ▶ Collaborate and leverage community partnerships—including the Raleigh-Durham International Airport and WakeMed.
- ▶ Support initiatives that support entrepreneurs and small businesses—new and existing.
- ▶ Support and expand tourism and hospitality facilities with the highest and best use.
- ▶ Provide affordable access to hospitality facilities to all residents and visitors.

Key Resources

- ▶ Destination 2028 (Greater Raleigh Convention and Visitors Bureau)

Example Indicators and Performance Measures

- ▶ Labor force participation
- ▶ Unemployment rate
- ▶ Business investment grant awards (through Wake County Economic Development)
- ▶ Small business development grants (through Capital Area Workforce Development)
- ▶ Estimated visitation (Greater Raleigh Convention and Visitors Bureau)
- ▶ Visitor spending and economic impact (Greater Raleigh Convention and Visitors Bureau)
- ▶ Hospitality tax revenues

Example Strategies

- ▶ **ES 3.1:** Evaluate and measure the effectiveness of strategies that support businesses owned by minorities, women, individuals with disabilities, and socially and economically challenged people.
- ▶ **ES 3.2:** Evaluate and measure the effectiveness of strategies that support small-business creation and successful entrepreneurship.

**Goal ES 4**

Support, promote, and celebrate arts and culture.

Rationale

Arts and culture are core to Wake County's identity. It threads through all aspects of our community--driving jobs, powers economic development, draws people to the County, and improves the overall quality of life. Inclusive cultural and artistic programs help broaden individual perspectives and enrich everyday experiences. Wake County supports its arts community that inspires and enlightens those living here and contributes to our continued growth.

Objectives

- ▶ Improve residents' overall quality of life—linking to community health and vitality strategies.
- ▶ Grow and broaden the economic base.
- ▶ Support and encourage visual and performing artistic expression.
- ▶ Increase exposure to art programs to school-aged youth.

Example Indicators and Performance Measures

- ▶ Public art investments at new county facilities
- ▶ School-aged youth who participate in art programs supported by County funding
- ▶ The direct economic activity generated by arts and cultural production
- ▶ Number of jobs supported by the arts and culture industry



03



Education



Goal E 1

Support early childhood care and education programs that prepare young children for life-long learning and overall well-being.

Rationale

Wake County's education system is one of the strongest in the country. The County remains committed to supporting our youngest residents as they start their educational journey. A child's early years are crucial for well-rounded development, strongly influencing how successful they will be in K-12 and beyond. Wake County will work with our partners to ensure that every child, regardless of financial or social barriers, has a solid foundation and learns the skills required to succeed in school and life.

Objectives

- ▶ Increase access to Pre-K programs and other early childhood programs.
- ▶ Eliminate disparities in kindergarten readiness.
- ▶ Increase access to high-quality, licensed childcare.
- ▶ Reduce learning loss during summer breaks and track out periods among public school students.

Example Strategies

- ▶ **E 1.1:** Develop and begin implementing a multi-year plan expanding Pre-K to serve a specified percentage of qualifying children. Explore funding for the childcare subsidy program with county money.
- ▶ **E 1.2:** Explore the need for summer and track-out programs for children whose families face barriers to access.
- ▶ **E 1.3:** Support the 'Wake Up and Read' initiative to encourage school readiness, improve school attendance, and reduce summer learning loss.

Example Indicators and Performance Measures

- ▶ Number of Wake County Smart Start slots
- ▶ Number of Wake County Smart Start funding allocation

**Goal E 2**

Partner with the Wake County Public School System (WCPSS) to improve all public-school students' educational outcomes.

Rationale

Wake County wants every child to thrive and meet their full potential, ultimately becoming productive and contributing citizens with a sense of self-fulfillment. A quality public school system nurtures and supports that goal while also preparing students to thrive when they join the workforce. The County will support the Wake County Public School System as they help prepare students for the future.

Objectives

- ▶ Improve understanding of the WCPSS annual budget development and approval process.
- ▶ Attract, support, and retain public school teachers and staff.
- ▶ Support services for students with additional needs.
- ▶ Improve college and career readiness for all high school students.
- ▶ Advocate for the appropriate allocation of school funding from federal, state, and county sources.
- ▶ Oppose unfunded state mandates that impact the cost of public-school education.

Example Strategies

- ▶ **E 2.1:** Support WCPSS efforts to improve the educational outcomes for students with additional needs. Examples include those affected by homelessness, who lack home and family support, face discipline issues, need language access, and benefit from individualized educational plans or 504 plans.
- ▶ **E 2.2:** Explore developing a county-based teaching fellows' program to help recruit and retain teachers where there is a critical need.
- ▶ **E 2.3:** Investigate and consider free or reduced-price transit GoPasses for public school teachers and employees.

Example Indicators and Performance Measures

- ▶ Federal, state, county, and other funding resources to WCPSS
- ▶ Total per-pupil funding
- ▶ WCPSS and charter school enrollment
- ▶ WCPSS student enrollment projections



Goal E 3

Provide affordable college education and training programs in partnership with Wake Technical Community College.

Rationale

After high school, many Wake County graduates continue to Wake Tech as the next step on their career path. Also, Wake County believes that all residents should have access to lifelong learning regardless of age. Training resources like those found at Wake Tech help support economic mobility and allow individuals to make a better life for themselves and their families. Wake County supports initiatives that increase community college affordability and trade and vocational training opportunities.

Objectives

- ▶ Expand trade and vocational options for high school and community college students.
- ▶ Support all residents' access to lifelong learning.
- ▶ Support initiatives to improve community college affordability.

Example Indicators and Performance Measures

- ▶ WakeWorks participants
- ▶ WakeWorks cohorts

Example Strategies

- ▶ E 3.1: Implement and measure the WakeWorks apprenticeship program's effectiveness in partnership with Wake Technical Community College.
 - » Workplan will connect WakeWorks (strategy E 3.1) and vulnerable communities (strategy CHV 3.1) to avoid potential disparities during the apprenticeship program's implementation.
- ▶ E 3.2: Explore options to make community college opportunities accessible and affordable to Wake County graduates.

**Goal E 4**

Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.

Rationale

Educational facilities, whether for the public-school system or Wake Tech, provide the space where the magic of education happens. A school's physical structure helps students in their journey to be educated, healthy, and focused. Wake County is committed to appropriately funding school facility construction, renovation, and maintenance to ensure adequate, accessible, and appropriately designed spaces for all students.

Objectives

- ▶ Appropriately budget for the construction, renovation, and maintenance of public school and community college facilities.
- ▶ Fund capital needs at the lowest cost to taxpayers that are bound by strong financial policies.
- ▶ Decrease the use of modular classrooms at public schools.
- ▶ Improve accessibility to community college facilities.
- ▶ Support public school facility designs that include adequate facilities, equipment, and technologies, including flexible space and furnishings and science laboratories.

Example Indicators and Performance Measures

- ▶ WCPSS seven-year capital plan
- ▶ WTCC seven-year capital plan



04



Great Government



Goal GG 1

Engage our community to envision the County's future.

Rationale

When residents have a voice in their government, everyone benefits. Transparency is critical to building trust in the community, and Wake County strives to keep its one million+ residents informed of its work and offer opportunities for their involvement. This ensures that all residents, regardless of where they live or what they do, can play an active role in informing and shaping policies that impact their lives. Wake County will develop new ways to communicate with, collect input from, and engage all residents. This will allow the County to continually improve its operations and co-create a future vision that includes many voices and ideas.

Also, another way to encourage engagement is through volunteerism for both residents and County employees. While there are current opportunities for residents to volunteer, those could be expanded or easier to find. The County's paid leave for employees allows for civic engagement, benefits local nonprofits, and fosters a sense of belonging within the community; this program will continue to be encouraged.

Objectives

- ▶ Continue the County's commitment to transparency.
- ▶ Expand the methods that Wake County uses to communicate with diverse residents.
- ▶ Strengthen the County's web and social media presence.
- ▶ Increase opportunities for receiving community feedback.
- ▶ Increase opportunities for residents to volunteer
- ▶ Support county employees who volunteer using community leave benefits.

Example Indicators and Performance Measures

- ▶ Communication campaigns
- ▶ Social media engagements
- ▶ Public comments at BOC regular meetings
- ▶ Voter turnout for local elections and County bond referenda
- ▶ Use of community involvement leave benefits by County employees

Example Strategies

- ▶ **GG 1.1:** Explore and develop strategies to improve community engagement.
- ▶ **GG 1.2:** Increase opportunities for public engagement during the budget process.
- ▶ **GG 1.3:** Explore the opportunity for taxpayers to contribute additional funds through tax bills to specific services, programs, and partnerships.
- ▶ **GG 1.4:** Perform a review to identify and implement ways to expand strategic communications, constituent response, and board support functions.

**Goal GG 2****Embrace diversity, equity, and inclusion.****Rationale**

Wake County values and celebrates the diversity of its population and organization. Different backgrounds and experiences strengthen the organization and produce better results. The county values diversity, equity, and inclusion across race, gender, age, religion, identity, and experience—and strives to reflect the diversity of the community in its 4000+-employee workforce. Reflecting and instilling these values in the County employees will lead to a more engaged, inclusive, and high-performing workforce. Wake County works to set the bar high, from its programs and initiatives to its hiring practices, and to be an example of how to celebrate diversity and demonstrate inclusivity that other entities can follow.

Objectives

- ▶ Model and exemplify best practices to employees and the community.
- ▶ Support policies and practices that eliminate barriers to equitable opportunities.

Key Resources

- ▶ A Better Wake

Example Indicators and Performance Measures

- ▶ Diversity in County Boards and Commissions
- ▶ Diversity in leadership positions
- ▶ Women in leadership positions
- ▶ New hire diversity

Example Strategies

- ▶ **GG 2.1:** Support the “A Better Wake” partnership to address systemic racism and the impacts on communities of color.



Goal GG 3

Maintain a culture that values and supports our employees.

Rationale

A positive workplace culture raises morale, increases productivity and efficiency, and reduces employees' stress. This empowers employees to lead their best lives and perform at their peak while at work, providing residents with top-notch service. Through robust onboarding, job satisfaction surveys, opportunities for professional development, health and wellness programs, and showing gratitude for employee's hard work, Wake County can recruit and retain the best professionals around.

Objectives

- ▶ Express gratitude for public service employees.
- ▶ Increase employee engagement and satisfaction.
- ▶ Attract, retain, and support our high performing employees.
- ▶ Support professional development and training opportunities.
- ▶ Improve the health and well-being of our employees and their families.

Example Indicators and Performance Measures

- ▶ Employee engagement or satisfaction scores
- ▶ County-wide retention rates
- ▶ Health and wellness assessments
- ▶ Participation rates for health and wellness programs
- ▶ Participation in employee training programs



Goal GG 4

Improve resident and customer experiences through efficient, high-quality service delivery and continuous innovation.

Rationale

At the core of Wake County Government is a focus on the people it serves. A proactive approach in providing user-friendly, efficient services that exceed expectations is critical, as is a need to adapt to meet the ever-changing needs of residents. The County will continuously look for ways to improve—seeking innovative, new technologies and methods to ensure the best possible customer service in all operation areas. Employees from all departments and job types will have access to innovation training and support to improve how they serve the County's residents. The Board of Commissioners will also remain focused on continuous improvement and efficient, effective policies and procedures to serve its constituents best.

Objectives

- ▶ Ensure that every customer is treated with dignity, respect, and appreciation.
- ▶ Expand convenient access to County services—especially in communities where distance is a barrier or accessibility issues.
- ▶ Support innovation and process improvement projects.
- ▶ Provide modern technologies and infrastructure.
- ▶ Use data throughout decision-making processes.
- ▶ Strengthen board policies and procedures to support collaboration and improve shared understanding of all Board of Commissioners' business items.

Example Indicators and Performance Measures

- ▶ Customer satisfaction survey results
- ▶ Department business plans with relevant and reliable performance measures
- ▶ Number of employees participating in the County's innovation program and the TJCOG Regional Innovation Academy
- ▶ Innovation "wins"

Example Strategies

- ▶ **GG 4.1:** Establish a county-wide performance management program.
- ▶ **GG 4.2:** Build the resources to assist departments with obtaining and maximizing effective data analytics.



05



Growth and Sustainability



GROWTH AND SUSTAINABILITY

Goal GS 1

Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.

Rationale

With over one million residents, Wake County is one of the country's fastest-growing counties. Smart planning is required to preserve and enhance the quality of life for all residents and address development challenges such as affordability and conservation. A comprehensive and partner-based planning approach will create a guiding framework to help Wake County intentionally grow communities where people can thrive. Wake County will continue to work with municipal partners and community stakeholders to implement and monitor the plan through clear, logical, and fair land planning regulations and transportation coordination. Building a more inclusive, equitable, healthy and active, sustainable, and vibrant community will spur business development and inspire people to make a life here.

Objectives

- ▶ Develop inclusive and equitable communities.
- ▶ Promote active and healthy lifestyles through appropriate land use.
- ▶ Support the development of sustainable and vibrant communities.

Comprehensive Plans and Key Resources

- ▶ PLANWake
- ▶ Wake County Unified Development Ordinance
- ▶ Live Well Wake

Example Indicators and Performance Measures

- ▶ Intentional development (new development occurring in the appropriate areas)
- ▶ Non-automotive trips
- ▶ Open space preservation (includes private protection and conservation area).

Example Strategies

- ▶ **GS 1.1:** Update the County's comprehensive land use and transportation plans (PLANWake) to integrate Wake County's growth plans.
- ▶ **GS 1.2:** Identify and consider amendments to the Wake County Unified Development Ordinance to integrate with the PLANWake (the updated comprehensive land use plan).

**Goal GS 2****Encourage the use of public transit.****Rationale**

Wake County seeks to support a safe, reliable, and seamless transportation network to get people where they want to go when they need to get there. Transportation represents the second-highest household cost for most families. An efficient public transit system will enable residents to get around, alleviate this financial burden, improve the environment, and stem traffic while enhancing the community's economic mobility and health.

Objectives

- ▶ Foster relationships with transit partner agencies.
- ▶ Advocate for the appropriate allocation of transit funds from federal, state, and county sources.
- ▶ Encourage multi-modal connectivity to provide a reliable transportation network connecting residents to jobs, retail, businesses, and recreation.
- ▶ Increase bus ridership.

Comprehensive Plans and Key Resources

- ▶ Wake County Transit Plan
- ▶ PLANWake
- ▶ Live Well Wake

Example Indicators and Performance Measures

- ▶ Bus ridership rates
- ▶ Commuter mode of transportation
- ▶ Percent of non-automotive trips

Example Strategies

- ▶ **GS 2.1:** Identify opportunities to create affordable housing along transit corridors by leveraging public land.
- ▶ **GS 2.2:** Implement strategies to address transit affordability and equitable mobility in vulnerable communities and rural areas.
- ▶ **GS 2.3:** Identify and recommend multi-modal transportation opportunities supporting the Wake County Transit Plan.



GROWTH AND SUSTAINABILITY

Goal GS 3

Preserve and protect a clean and abundant water supply.

Rationale

Wake County uses a comprehensive and partner-based approach to water management that ensures all residents have access to high-quality, safe to drink water. Our commitment to a clean, abundant, and long-term water supply ensures healthy communities not only now but in the future. Wake County's One Water approach emphasizes the connection of all water sources, including the protection of watershed and stream buffers, green infrastructure support, coordinated plans for future water needs, as well as stormwater and well water solutions.

Objectives

- ▶ Preserve the water supply.
- ▶ Protect clean, safe drinking water.
- ▶ Manage stormwater in partnership with municipalities—regardless of source or origin

Comprehensive Plans and Key Resources

- ▶ Wake County Water Partnership

Example Indicators and Performance Measures

- ▶ Watershed hydrologic/hydraulic analysis (water supply)
- ▶ Percent of well users acquiring recommended testing
- ▶ Percent of stormwater devices functioning as intended

Example Strategies:

- ▶ **GS 3.1:** Collaborate with the Water Partnership on One Water initiatives to identify a multi-year sustainable water supply.
 - » Workplan includes the current groundwater study, clean and safe wells, a sustainable long-term water supply, comprehensive stormwater management plan, green infrastructure, drought protection plan, land conservation in water supply watersheds, and protecting drinking water reservoirs.

**Goal GS 4**

Preserve open space and expand access to parks, preserves, recreation resources, and greenways.

Rationale

As the County continues to grow, demand for our natural land and recreation facilities increases. Wake County seeks to protect our green landscapes through the open space program, park and nature preserve facilities, and a network of greenways. The open space program aims to preserve and permanently protect 30% of county land (165,000 acres) as open space for current residents and future generations. Wake County's Parks, Recreation, and Open Space division works to meet the growing population's recreational, health, and educational needs. A network of county, municipal, and public greenways connect us all, providing trails for transit and enhancing County residents' quality of life.

Objectives

- ▶ Continue commitment to developing parks, greenways, and recreational areas.
- ▶ Preserve open space land.
- ▶ Leverage resources to expand opportunities and access to natural areas.
- ▶ Collaborate with municipal and nonprofit partners to preserve and expand natural and recreational spaces.
- ▶ Incorporate equity, diversity, and inclusion in park planning and programming

Comprehensive Plans and Key Resources:

- ▶ Wake County Park Projects
- ▶ Park Facility Master Plan Updates
- ▶ Wake County Park Locator (app)
- ▶ Wake County Consolidated Open Space Plan
- ▶ Wake County Greenway System Plan

Example Indicators and Performance Measures

- ▶ Park visitation rates
- ▶ Acres of open space preservation (includes private protection and conservation area).
- ▶ Open space acres procured directly by Wake County
- ▶ Number of collaborations with municipal and nonprofit partners

Example Strategies

- ▶ **GS 4.1:** Partner with municipalities and nonprofits when feasible to leverage resources to procure open space and develop park and greenway resources.



GROWTH AND SUSTAINABILITY

Goal GS 5

Promote sustainability and address issues associated with climate change.

Rationale

Climate change is expected to impact North Carolina's temperatures, precipitation, and sea levels with increasingly harmful consequences in coming years. The impacts of fossil fuel pollution and climate change often disproportionately affect low-income communities and communities of color. To mitigate these issues, Wake County will continue its commitment to energy conservation and natural resources protection. The county will proactively reduce and plan for our use of natural resources, including energy, recycling, and solid waste.

Objectives

- ▶ Continue commitment to reducing energy consumption.
- ▶ Continue commitment to renewable energy.
- ▶ Support initiatives that encourage community recycling and safe disposal of solid waste.
- ▶ Increase native plants throughout the County.
- ▶ Support locally grown foods.

Comprehensive Plans and Key Resources

- ▶ Wake County Resolution - Achieving Clean Energy by 2050 (October 15th, 2018)
- ▶ 2020 Wake County Comprehensive Solid Waste Management Plan
- ▶ 2020 South Wake Landfill Odor Management and Control Plan
- ▶ 2019 Wake County Waste Characterization Study

Example Indicators and Performance Measures:

- ▶ Energy consumption
- ▶ Facilities, Design and Construction Department design guidelines adherence
- ▶ Landfill greenhouse gas reduction (in tons)
- ▶ Waste diversion (tons recycled versus disposed)
- ▶ Remaining life (years) of South Wake Landfill

Example Strategies:

- ▶ **GS 5.1:** Implement the comprehensive solid waste plan to address waste management through 2040.
- ▶ **GS 5.2:** Identify and implement procedures to minimize odors associated with the South Wake Landfill.





06



Public Safety



Goal PS 1

Address equity in the criminal justice system.

Rationale

Wake County believes that criminal justice institutions must ensure racial and ethnic equity and operate accordingly. While the County acknowledges existing justice system disparities, it seeks to seize this moment to bring people together and facilitate conversations to improve criminal justice policies and practices. Wake County envisions a safe and just approach, where all residents feel equally served and protected in a way that builds a civil society for the entire community.

Objectives

- ▶ Implement equitable criminal justice policies and practices.
- ▶ Eliminate disparities in criminal justice policies and practices.
- ▶ Increase trust between the community and criminal justice officers.
- ▶ Support the Wake County Juvenile Crime Prevention Council.

Key Resources

- ▶ Wake County Juvenile Crime Prevention Council (website)

Example Indicators and Performance Measures:

- ▶ Workforce diversity in law enforcement agencies
- ▶ Percent of youth involved in the juvenile justice system
- ▶ Juvenile relative rate index (racial comparison of juvenile crimes)

Example Strategies:

- ▶ PS 1.1: Engage the community through partnerships to support and improve criminal justice equity.
- ▶ PS 1.2: Identify and implement potential criminal justice reforms through partnerships, including municipalities and law enforcement agencies.
 - » Explore potential reforms including:
 - Proactively recruit diverse deputies/officers,
 - Support a ban on chokeholds,
 - Deploy the right people, with the proper training,
 - Community Safety Task Force,
 - Availability of booking photos (mugshots), and
 - Programming to prevent victimization and to better serve existing victims.



Goal PS 2

Support justice-involved residents rejoining the community to improve health and well-being.

Rationale

Part of building a safe and just community involves the reintegration of the County's justice-involved residents and ensuring that they have what they need to succeed. The County seeks to preserve the dignity of individuals who have served their time while implementing and maintaining systems to help them return to a productive and law-abiding life. These efforts involve a three-prong approach: 1) support to prevent people from being arrested and addressing issues before they escalate to law enforcement involvement; 2) rehabilitation programs within the jail; and 3) transition resources as individuals are released back into the community after serving their time.

Objectives

- ▶ Encourage and support effective prevention strategies that reduce criminal behavior.
- ▶ Balance community safety, concern for victims, and the rights and needs of individuals facing criminal charges.
- ▶ Increase substance use and behavioral treatment options.
- ▶ Increase access to education programs.
- ▶ Improve the successful reintegration of justice-involved residents into the community.
- ▶ Create opportunities for self-sufficiency.
- ▶ Reduce criminal recidivism.

Example Indicators and Performance Measures

- ▶ Pretrial electronic monitoring compliance
- ▶ Pretrial release program success rate
- ▶ Detention center education cohort participants who completed a program
- ▶ Detention center job training participants who earn credentialing
- ▶ Number of people who find post-release employment within six months

Example Strategies

- ▶ **PS 2.1:** Support efforts by criminal justice partners to expand diversion programs.
 - » Diversion programs include:
 - Bail reform,
 - Citations versus arrest,
 - Recovery court,
 - Pretrial services, and
 - Explore the use of overdose mapping software.
- ▶ **PS 2.2:** Continue existing detention-based programs and evaluate new plans for those in the Wake County Detention Center.
 - » Detention center programs include:
 - Mental health assistance,
 - Education and job-training programs,
 - Career counseling,
 - Peer counseling with letter writing,
 - Life skills training,
 - Medication management (Including medically assisted treatment), and
 - Narcotics Anonymous, Alcoholics Anonymous, and anger management.
- ▶ **PS 2.3:** Explore and support the implementation of re-entry strategies for residents exiting the criminal justice system.
 - » Re-entry programs include:
 - Plan development through counseling,
 - Medication and prescription management,
 - Transportation and transit passes,
 - Connections to housing, employment, and health care opportunities,
 - Encourage consideration of and application to the WakeWorks apprenticeship program,
 - Apply for/or reinstate benefits,
 - Expungements, and
 - Peer counseling.



Goal PS 3

Provide high quality and sustainable public safety services to meet the community's current and future needs.

Rationale

During a crisis, public safety services – including law enforcement, EMS, and fire services – must respond in a timely and appropriate manner. Residents need to know that when they dial 911, a well-trained and well-equipped person will show up to help. Wake County is committed to efficiently protecting all community members based on best practices, prevention, continual improvement, and service consistency.

Objectives

- ▶ Enhance emergency preparedness and readiness.
- ▶ Identify and reduce potential hazards.
- ▶ Ensure timely and appropriate responses.
- ▶ Build and strengthen public safety agency partnerships.
- ▶ Encourage and support coordination and the efficient use of resources between public safety agencies.
- ▶ Support appropriate training and certification for public safety employees and volunteers.
- ▶ Expand de-escalation skills and techniques.

Example Strategies:

- ▶ **PS 3.1:** 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.
- ▶ **PS 3.2:** Support the Local Emergency Planning Committee's work to improve communications and preparedness related to hazardous materials risks and potentially hazardous sites.
- ▶ **PS 3.3:** Implement programs to assist public safety personnel when working with the community, particularly those with mental illness.

Example Indicators and Performance Measures:

- ▶ Identified high-risk facilities/issues
- ▶ Mandated one-year (high-risk) fire inspections
- ▶ Average fire response time among fire tax district departments
- ▶ Number of public safety employees and volunteers receiving training
- ▶ Number of Wake EMS ESTAT occurrences and average duration per occurrence

**Goal PS 4**

Ensure that first responders' diversity, health, and well-being are integral parts of all public safety agencies.

Rationale

Public safety is only possible because of the hard work and dedication of first responders. Wake County is committed to taking care of first responders and improving their physical and behavioral health. Improving access to and participation in health and wellness programs is essential to supporting first responders. In addition, Wake County also recognizes that government is strongest when it includes people from diverse walks of life that fully represent all constituents. To support representation in the County's public safety agencies, the County seeks to promote appropriate volunteerism in fire service, increase diversity in hiring first responders, and increase community involvement.

Objectives

- ▶ Increase diversity within public safety agencies.
- ▶ Attract, support, and retain a diverse group of public safety volunteers.
- ▶ Ensure that all public agency employees and volunteers have access to high-quality medical and behavioral health services.
- ▶ Improve the overall physical health and well-being of public safety personnel and volunteers.

Example Indicators and Performance Measures

- ▶ New hire diversity
- ▶ Health and wellness assessments
- ▶ Public safety agency employee and volunteer retention
- ▶ Number of fire service volunteers

Example Strategies

- ▶ **PS 4.1:** Continue programs and evaluate strategies that support public safety employees affected by traumatic on-the-job experiences.



Wake County
Board of Commissioners
2021