


WAKE COUNTY BOARD OF COMMISSIONERS

2023 GOALS & KEY STRATEGIC ACTIONS

 COMMUNITY HEALTH AND VITALITY	
CHV 1	Improve public health and well-being by supporting and promoting healthy behaviors and lifestyles.
	<ul style="list-style-type: none">• CHV 1.1: Evaluate and implement 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.
	<ul style="list-style-type: none">• CHV 1.2: Increase access to maternal health care, especially for women of color.
	<ul style="list-style-type: none">• CHV 1.3: Enhance the accessibility and diversification of substance abuse treatment options.
CHV 2	Improve access to affordable, high-quality medical and behavioral health care.
	<ul style="list-style-type: none">• CHV 2.1: Address challenges and mitigate impacts to residents associated with state-led Medicaid Transformation through partnerships with the community and the North Carolina Department of Health and Human Services.
	<ul style="list-style-type: none">• CHV 2.2: Evaluate performance and current metrics of behavioral health crisis services to identify additional needs or service gaps and address recommendations with community partners.
	<ul style="list-style-type: none">• CHV 2.3: Leverage data-sharing through medical, health, and human services organizations to implement the Familiar Faces program.
	<ul style="list-style-type: none">• CHV 2.4: Support and enhance suicide prevention efforts.
	<ul style="list-style-type: none">• CHV 2.5: Review the service offerings at Wake County Regional Centers to identify baseline services, potential gaps, and opportunities to enhance services. Implement enhancements that best serve the surrounding communities.
	<ul style="list-style-type: none">• CHV 2.6: Evaluate and improve access to healthcare safety net systems, including primary care, behavioral health, dental, and vision.

CHV 3	Support a higher quality of life for vulnerable residents and communities.
	<ul style="list-style-type: none"> CHV 3.1: Maintain and enhance the quality of life for residents in vulnerable communities through efforts including policy changes, partnerships, workforce development, and the community college.
	<ul style="list-style-type: none"> CHV 3.2: Explore services and programs offered to seniors and residents with disabilities. Implement options that strengthen and expand offerings.
	<ul style="list-style-type: none"> CHV 3.3: Develop and implement animal center strategies to plan for a new facility and location that meet Association of Shelter Veterinarians (ASV) guidelines, prevent surrenders, promote adoption, and engage the community.
CHV 4	All residents have access to food that is safe, affordable, nutritious, and culturally and medically appropriate.
	<ul style="list-style-type: none"> CHV 4.1: Complete the comprehensive Wake County Food Security Plan update. Implement the plan and measure the impact of county-resourced efforts.
CHV 5	Create and preserve affordable housing.
	<ul style="list-style-type: none"> CHV 5.1: Update and implement the Wake County Affordable Housing Plan to increase and preserve the County's legally binding affordable housing inventory.
	<ul style="list-style-type: none"> CHV 5.2: Expand stable, permanent supportive housing opportunities.
	<ul style="list-style-type: none"> CHV 5.3: Collaborate with municipal elected officials to identify and implement strategies for increasing county-wide affordable housing supply.
	<ul style="list-style-type: none"> CHV 5.4: Develop and communicate pathways to homeownership for low-income and special needs populations.
	<ul style="list-style-type: none"> CHV 5.5: Evaluate and enable opportunities to keep residents in their homes.

CHV 6	Prevent homelessness and provide support to County residents experiencing homelessness.
	<ul style="list-style-type: none">• CHV 6.1: Support the HUD Continuum of Care to explore and implement best practice services for populations experiencing homelessness, such as evaluating the feasibility of drop-in sheltering services.
	<ul style="list-style-type: none">• CHV 6.2: Support the HUD Continuum of Care to evaluate the demand for temporary, emergency overnight shelter beds during inclement and life-threatening weather, referred to as White Flag nights. Coordinate with partners to respond to community needs and requests from the Homeless Emergency Response Committee during White Flag declarations.

**ECONOMIC STRENGTH**

ES 1	Every resident has opportunities to succeed and thrive in Wake County's economic prosperity.
	<ul style="list-style-type: none"> ES 1.1: Create a platform to encourage and facilitate socially responsible business practices in the community.
	<ul style="list-style-type: none"> ES 1.2: Increase outreach and education to minority and women-owned business enterprises (MWBE) seeking to do business with Wake County.
	<ul style="list-style-type: none"> 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, and access to capital.
	<ul style="list-style-type: none"> ES 1.4: Support and encourage businesses that provide employees with a living wage.
ES 2	All households have access to affordable, high-speed internet.
	<ul style="list-style-type: none"> ES 2.1: 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 and improves digital literacy and equity.
ES 3	Support economic development efforts to bring diverse jobs, talent, businesses, and visitors to Wake County.
	<ul style="list-style-type: none"> ES 3.1: Support businesses owned by minorities, women, individuals with disabilities, and veterans.
	<ul style="list-style-type: none"> ES 3.2: Support small-business creation and successful entrepreneurship.
	<ul style="list-style-type: none"> ES 3.3: Strengthen County services and policies that support agribusinesses, including farmland preservation, next-generation farming, and promoting local food systems and agritourism.
	<ul style="list-style-type: none"> ES 3.4: Increase awareness of Wake County as a tourism destination through effective branding, marketing, and recruitment strategies.
	<ul style="list-style-type: none"> ES 3.5: Review and update economic incentive policies that encourage and achieve equity and socially responsible business practices.
ES 4	Support, promote, and celebrate arts and culture.
	<ul style="list-style-type: none"> ES 4.1: Develop and implement a countywide arts plan that fosters and supports the art community and establishes Wake County as an arts destination.



EDUCATION

E 1	Support early childhood care and education programs that prepare young children for life-long learning and well-being.
	<ul style="list-style-type: none"> E 1.1: Develop and implement a plan to expand ThreeSchool, an early learning program for qualifying three-year-old children.
	<ul style="list-style-type: none"> E 1.2: Explore the need for summer and track-out programs and implement recommendations supporting children whose families face barriers to access.
E 2	Partner with the Wake County Public School System (WCPSS) to improve all public school students' educational outcomes.
	<ul style="list-style-type: none"> 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, have special needs, and benefit from individualized educational plans or 504 plans.
	<ul style="list-style-type: none"> E 2.2: Collaborate with WCPSS to determine and partner on school health needs and services, including school nurses, counselors, and other health supports.
	<ul style="list-style-type: none"> E 2.3: Advocate for robust resources and support for public schools from the State of North Carolina.
E 3	Provide affordable college education and training programs in partnership with Wake Technical Community College.
	<ul style="list-style-type: none"> E 3.1: Support Wake Technical Community College's efforts to expand the WakeWorks apprenticeship program.
	<ul style="list-style-type: none"> E 3.2: Explore and support options to make community college opportunities accessible and affordable to Wake County graduates.
	<ul style="list-style-type: none"> E 3.3: Advocate for robust resources and support for community colleges from the State of North Carolina.
E 4	Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.



GREAT GOVERNMENT

GG 1	Engage our community to envision the County's future.
	<ul style="list-style-type: none"> GG 1.1: Develop and implement strategies to improve community engagement.
	<ul style="list-style-type: none"> GG 1.2: Increase opportunities for public engagement during the budget process.
GG 2	Embrace diversity, equity, and inclusion.
	<ul style="list-style-type: none"> GG 2.1: Support the "A Better Wake" partnership and launch implementation efforts to address systemic racism and its impacts on communities of color.
	<ul style="list-style-type: none"> GG 2.2: Communicate Wake County government proceedings and services by advancing language access, including non-English and sign languages and other communication barriers.
	<ul style="list-style-type: none"> GG 2.3: Support the capacity-building, development, and implementation of the County's diversity, equity, and inclusivity initiatives.
GG 3	Maintain a culture that values and supports our employees.
	<ul style="list-style-type: none"> GG 3.1: Strengthen employee recruitment, compensation, retention, and upward mobility.
	<ul style="list-style-type: none"> GG 3.2: Demonstrate appreciation for veterans and military families by increasing veteran employment opportunities and recognizing the County's veteran workforce.
	<ul style="list-style-type: none"> GG 3.3: Support active recruitment of justice-involved individuals to fill eligible positions in Wake County.
GG 4	Improve resident and customer experiences through efficient, high-quality, data-driven service delivery and continuous innovation.
	<ul style="list-style-type: none"> GG 4.1: Establish and maintain a county-wide performance management program to support operational excellence.
	<ul style="list-style-type: none"> GG 4.2: Build and deploy the resources to assist departments with obtaining and maximizing effective data analytics.
	<ul style="list-style-type: none"> GG 4.3: Leverage federal, state, private, and nonprofit grant opportunities supporting County services and programs.

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GG 5	Strengthen governance structures and processes that preserve ethics, accountability, and effective decision-making.
	<ul style="list-style-type: none"> GG 5.1: Clarify the Board's process to identify federal and state legislative goals.
	<ul style="list-style-type: none"> GG 5.2: Implement improvements to County advisory boards and commissions.
	<ul style="list-style-type: none"> GG 5.3: Enable Commissioners to participate and engage in professional development and leadership opportunities at the local, state, national, and international levels.



GROWTH AND SUSTAINABILITY

GS 1	Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.
	<ul style="list-style-type: none"> GS 1.1: Identify and develop amendments for consideration by the Board of Commissioners to the Wake County Unified Development Ordinance that integrate with PLANWake (the comprehensive land use plan) and establish clear and efficient development reviews and standards.
	<ul style="list-style-type: none"> GS 1.2: Collaborate with municipalities to explore and implement policies that increase residential housing supply and density.
	<ul style="list-style-type: none"> GS 1.3: Partner with key stakeholders to develop and implement a countywide vision to strengthen Wake County's quality of place.
GS 2	Encourage the use of public transit.
	<ul style="list-style-type: none"> GS 2.1: Create affordable housing along transit corridors by leveraging public land.
	<ul style="list-style-type: none"> GS 2.2: Participate in the planning and execution of multi-modal transportation and commuter rail.
GS 3	Preserve and protect a clean and abundant water supply.
	<ul style="list-style-type: none"> GS 3.1: Collaborate with the Water Partnership to develop and implement a 50-year One Water Plan to equitably support all aspects of our growing population and preserve our limited natural resources.
	<ul style="list-style-type: none"> GS 3.2: Explore interventions to improve well water conditions in vulnerable communities equitably. Provide technical assistance to impacted residents and connect them to resources.
GS 4	Preserve open space and expand access to parks, preserves, recreation resources, and greenways.
	<ul style="list-style-type: none"> GS 4.1: Pursue facility plans for future parks, greenways, nature preserves, and open space, including discussions about the timing of future bonds and dedicated revenue streams.
GS 5	Promote sustainability and address issues associated with climate change.
	<ul style="list-style-type: none"> GS 5.1: Support County efforts to achieve clean energy by 2050.
	<ul style="list-style-type: none"> GS 5.2: Partner with Wake County Public Schools, Wake Technical Community College, municipalities, and others to identify and implement clean energy projects that increase energy conservation and renewable energy production.



PUBLIC SAFETY

PS 1	Provide a safe community where all residents feel equally served and protected.
	<ul style="list-style-type: none"> PS 1.1: Develop and implement an action plan to address Criminal Justice system disparities referenced in the "A Better Wake" report.
	<ul style="list-style-type: none"> PS 1.2: Collaborate with community partners to develop and implement a comprehensive gun violence reduction plan using a public health approach.
	<ul style="list-style-type: none"> PS 1.3: Assess local trends and implement strategies to assist crime victims by connecting them to services and resources, especially those in marginalized populations and communities experiencing crime victimization at disproportionate rates.
PS 2	Support justice-involved residents rejoining the community through diversion, detention-based programs, and re-entry to improve health and well-being.
	<ul style="list-style-type: none"> PS 2.1: Provide restorative discipline to assist students and youth involved in the justice system.
PS 3	Provide sustainable, high-quality public safety and emergency management services to meet the community's current and future needs.
	<ul style="list-style-type: none"> PS 3.1: Assess and resolve the challenges associated with the processing and routing of 911 calls through public safety answering points (PSAPs).
PS 4	Ensure that first responders' diversity, health, mental health, and well-being are provided for in all public safety agencies.
	<ul style="list-style-type: none"> PS 4.1: Connect and better support veterans in public safety careers.