2030 Strategic Plan Discussion

Presented by

Strategy and Innovation

Agenda

- 2030 Strategic Plan Overview

- FY24 Community Survey Results

- Commissioner Strategy Plan Survey Results

- Work Session

- Next Steps

2030 Strategic Plan Development Timeline

MAY
Community and Employee Input meetings and pop-up events

MAY-AUG
Focus Area Workgroup Meetings
Development of draft focus areas, objectives, and goals based on BoC Input

AUG 22
Commissioner Retreat
Strategic plan retreat to generate more plan content from Commissioners

OCT
Commissioner Feedback
Review of community and employee feedback

NOV 19
Commissioner Vote
BoC votes for plan adoption

APRIL
Commissioner Input
BoC survey and input

June
Commissioner Input & Feedback
Public input report, objectives, & goals

AUG 6
Commissioner Feedback
Finalize focus areas and objective, review goals

SEP
Community and Employee Feedback
Meetings, surveys, event

NOV 5
Commissioner Feedback
Draft plan presented at BoC Briefing

BUNCOMBE COUNTY

Vision
A caring community in harmony with its environment
where citizens succeed, thrive, and realize their potential

Values
Respect – Integrity – Collaboration – Honesty – Equity

Focus Area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5
Objectives Two to Three	**Objectives** Two to Three	**Objectives** Two to Three	**Objectives** Two to Three	**Objectives** Two to Three
SMART Goals Two to Three for each Objective	**SMART Goals** Two to Three for each Objective	**SMART Goals** Two to Three for each Objective	**SMART Goals** Two to Three for each Objective	**SMART Goals** Two to Three for each Objective

Focus Area 6
Operational/Foundational

NOTES: There may be more Focus Areas, as needed (showing 6 here as result of new "Operational/Foundational" and breaking up Resident Well Being). This structure results in a max of 54 goals. Each Objective must have 1 goal with an Equity component. Performance tracking rolls from goals to objective level, but does not go to Focus Area.

Structure Example

SMART Goals

Focus Area

Vibrant Economy

Objective

Increase median household income to NC benchmark

Increase average wage of Buncombe County incentive projects to $25/hour by 2030

Increase median household income for STEP graduates to $20/hour by 2030

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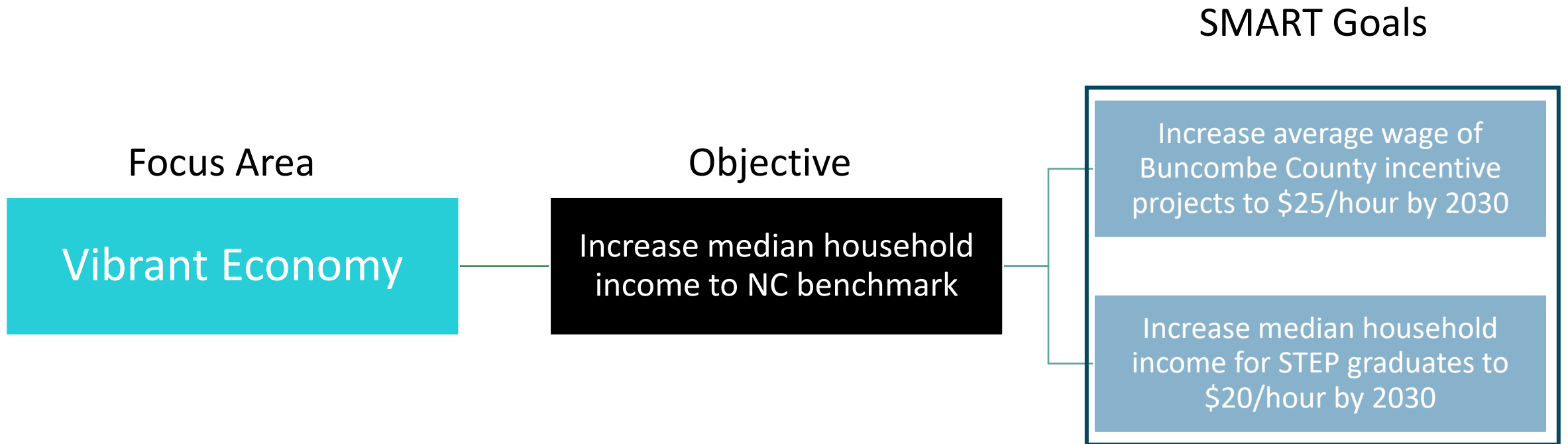
2030 Organizational Goal Alignment

Strategic Plan Objectives & Goals

How will we achieve our vision?

Departmental Goals

How does our department contribute to our vision?

Employee Goals & Competencies

How do I contribute to departmental and organizational success?

Organization

Department

Employee

Strategic Direction

Tactical Execution

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2030 Strategic Plan

- Alignment with the County's comprehensive plan

- Strategic plans and business plans to be completed by Nov. 2024

- If a goal is in the plan, it must be measurable, and the data must be reported by adoption date

- Increase alignment with budget

- Strategic Plan stands alone
  - Has its own objectives and goals
  - No forced alignment to business plans

Equity

- Moving away from a standalone equity plan – REAP

- Equity to be weaved in throughout the strategic plan and business plans

- Incomplete REAP items will carry over into the strategic plan and business plans

Community Survey Results

Presented by

Strategy and Innovation

Overview & Methods

- Six (6) page survey conducted by ETC Institute, a national leader in state and local government marketing research
  - 2nd survey conducted by ETC, initial took place in 2021
- Many questions were the same between the current and prior survey
  - By design for Year over Year comparison
- Random sample of households were sent a survey and ETC followed up with these households ten (10) days later with messages to encourage participation and to provide an online completion option to ensure language accessibility.

Overview & Methods
(cont.)

- The survey responses represent a statistically significant sample of the population of Buncombe County (511 responses received)
  - 41% CoA 59% County (including other municipalities)
- Significant amount of data returned in the responses – satisfaction on core services, communication, ranking of priorities, comparisons to benchmarks, demographics, etc.

Major Findings

Perceptions of Buncombe County

Place to Visit

85%

2024

85%

2021

Place to Play

70%

2024

78%

2021

Place to Live

60%

2024

66%

2021

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Satisfaction with Core County Services

Libraries	Elections	Recreation Services	Emergency Services	911 Communications
77%	**61%**	**60%**	**74%**	**69%**
2024	2024	2024	2024	2024
79%	**61%**	**67%**	**73%**	**67%**
2021	2021	2021	2021	2021

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Statements about the County

Equitable Access to Services	Access to SUD Services*	Access to Mental Health Services	Access to Healthcare
62%	**42%**	**89%**	**90%**
2024	2024	2024	2024
65%		**91%**	**90%**
2021		2021	2021

* SUD – Substance Use Disorder

Satisfaction with County Communication

Emergency Alerts	Ease of Use County Website	County Services Information Availability	Efforts to Connect Residents with Resources
58% 2024	**46%** 2024	**42%** 2024	**40%** 2024
65% 2021	**53%** 2021	**46%** 2021	**58%** 2021

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Perceptions of Safety

Alone in my neighborhood during day	Alone in my neighborhood at night	Feel safe in Buncombe County
88%	**72%**	**57%**
2024	**2024**	**2024**

Importance-Satisfaction Analysis & Ratings
Core County Services
2024 Buncombe County Community Survey
Buncombe County, NC

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (I-S > 0.20)						
Quality of County development, planning, & zoning	54.4%	1	16.8%	13	0.4526	1
High Priority (I-S = 0.10-0.20)						
Quality of public health services	30.9%	2	43.0%	8	0.1761	2
Quality of Buncombe County social services	24.2%	3	33.8%	10	0.1602	3
Efforts to reduce barriers & be more equitable & inclusive	22.4%	4	30.9%	11	0.1548	4
Quality of Buncombe County's agricultural, soil & water services	19.8%	6	38.6%	9	0.1216	5
Quality of County's solid waste services	18.5%	7	44.5%	7	0.1027	6
Medium Priority (I-S < 0.10)						
Quality of County stormwater requirements	13.2%	10	26.4%	12	0.0972	7
Quality of County's parks & recreation services	20.4%	5	59.9%	5	0.0818	8
Quality of culturally diverse services & programming at County parks & libraries	8.6%	12	45.4%	6	0.0470	9
Quality of emergency 911 services	13.9%	9	69.1%	3	0.0430	10
Quality of emergency medical services (EMS)	14.5%	8	73.7%	2	0.0381	11
Quality of County library services	10.7%	11	76.7%	1	0.0249	12
Quality of County's election services	5.5%	13	61.0%	4	0.0215	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

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Questions?

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Customer Service

Satisfied with Courtesy

77%
2024

74%
2021

Accuracy of Information Provided

66%
2024

68%
2021

Quality of Service Received

65%
2024

68%
2021

Satisfaction with Appropriateness of Response

64%
2024

71%
2021

* 42% of respondents had an interaction with County Staff

Importance-Satisfaction Analysis*

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each service. Respondents were asked to identify the services they thought should receive the most emphasis over the next two years.

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding *don't knows* .' Respondents ranked their level of satisfaction with the each of the services on a scale of 1 to 5 with "5" being *very satisfied* and "1" being *very dissatisfied* .

*Respondents may indicate dissatisfaction with a program, but also not prioritize its remediation.

Strategic Plan Survey Results

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2030 Strategic Plan Survey

- 3 sections
  - Feedback on existing strategic plan goals
  - Ranking of trends from subject matter experts within each county department
  - Open text for new priorities to be considered
- 13 existing goals, 9 marked for modifications
- 27 trends shared, top 11 identified

Survey Results: 2025 Goals

Educated & Capable	Response
Protect older residents' ability to age in place	Keep: 5 Modify: 0
Improve college and career readiness	Keep: 3 Modify: 1
Increase 3rd grade literacy rates especially among underperforming students	Keep: 2 Modify: 3
Increase kindergarten readiness	Keep: 2 Modify: 3

Survey Results: 2025 Goals

Environmental & Energy Stewardship	Response
Preserve farmland and environmentally sensitive tracts	Keep: 5 Modify: 0
Reduce greenhouse gas emissions	Keep: 4 Modify: 1

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Survey Results: 2025 Goals

Resident Well-Being	Response
Expand and maintain cultural and recreational assets	Keep: 5 Modify: 0
Eliminate deaths as a result of substance abuse	Keep: 5 Modify: 2
Increase access to public transportation, including public transit and paratransit services	Keep: 3 Modify: 2
Reduce jail population and enhance public safety	Keep: 2 Modify: 3

Survey Results: 2025 Goals

Vibrant Economy	Response
Implement land use strategies that encourage affordable housing near transportation and jobs	Keep: 5 Modify: 0
Increase median household income to NC benchmark	Keep: 4 Modify: 1
Increase total employment in regions targeted industries	Keep: 4 Modify: 1

Survey Results: Top Future Trends

1. Increase in frequency of natural disasters and how BC responds to their impact on local communities.
2. Increased cases and diagnoses of mental and behavioral health issues will increase the need for mental health awareness and the expansion of related services.
3. Increasing home scarcity due to cost.
4. Buncombe County is seeing a decrease in active farms.
5. Continued need for increasing broadband access and decreasing the digital divide.

Survey Results: Top Future Trends

6. Increasing racial/ethnic disparities in public health outcomes.

7. Despite growing availability of health providers in general, access to, knowledge of and ability to connect to these resources still lags far behind, particularly in communities of color.

8. Charter school, private school & home school enrollments are on the rise.

9. Continued focus on economic development and job creation in targeted industries.

10. Cost of living continues to increase and may affect many of our residents negatively.

11. Increasing knowledge of, and desire for consistent/reliable access to alternate response models to traditional LEO/EMS systems.

Survey Results: Additional Priorities

- Implement strategies to better support workers in our community.
- Create a multi-year plan around compensation for public employees, including teachers, law enforcement and county employees.
- Prioritize climate resilience and emergency preparedness planning to ensure that we are reducing our disaster risk and ready to adapt as needed to ongoing climate impacts.
- Bring services to our communities to ensure that we are not leaving some of our more economically challenged and rural areas behind, especially those noted at Equity Opportunity areas. They are opportunities to manage growth and change that reduces displacement, protects cultural heritage, and maintains existing affordable housing.

Survey Results: Additional Priorities

- Conserving prime farmland is a key step, and we must ensure that we have a strong ag infrastructure to support new and beginning farmers, including farmland access.
- Improve housing outcomes for the most impacted communities, including home repair, energy efficiency services, and homeownership, and Improve wellness and recreation outcomes for the most impacted communities
- New development will maximize developable lands in key growth areas and transportation corridors through mixed-use and clustered development designs that lessen climate and environmental impacts and are more resilient to hazards. Sustainable growth patterns will be supported through expansion of equitable, affordable, and more varied transportation choices (walking, biking, taking transit, and driving) that prioritize safety for users, reduce climate and environmental impacts, and provide greater access to travel between live, work and play destinations, especially for those with limited vehicle access and who have historically been underserved by the transportation network.
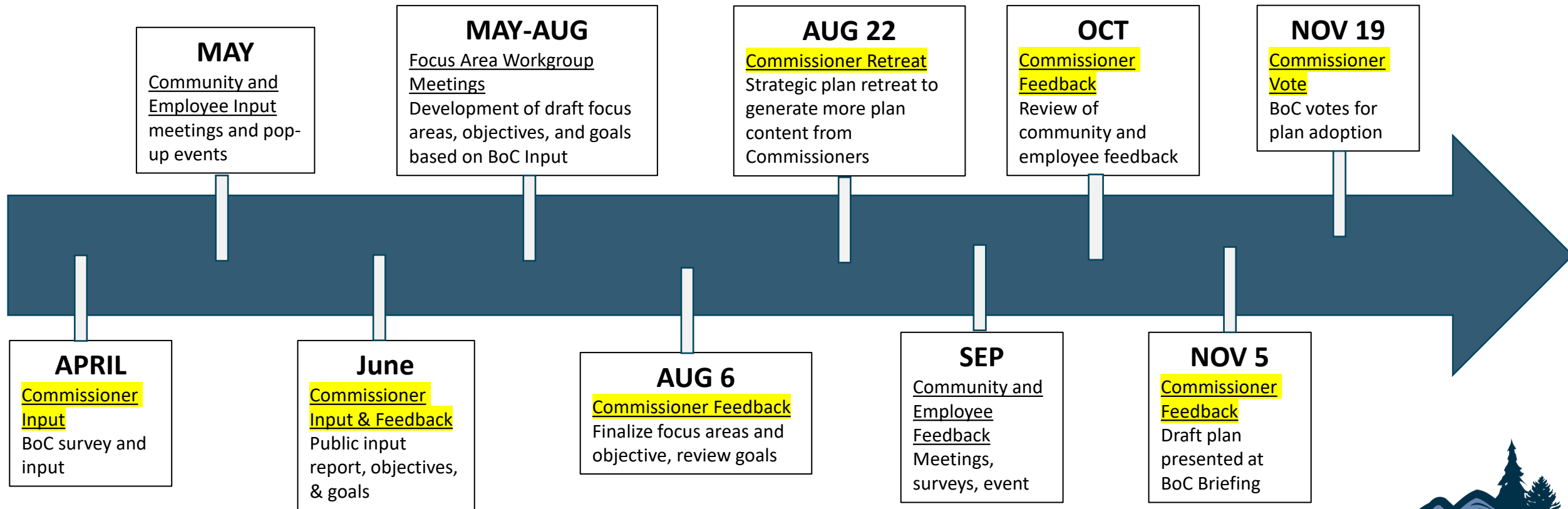
Work Session

Trends, Priorities, and Goal Grouping

Focus Area Development

Goal and Trend Refinement

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May Community Input

- Fairview Community Engagement Market
- County Employees
- United for Youth – Tempie Avery
- PODER - Emma Community
- County Employees
- Community via Internet
- Big Ivy (Community Center)
- Sandy Mush (Community Center)
- Age-Friendly Summit
- Faith Leaders Luncheon
- ABBE (Asheville Buncombe Black Elders)
- County employees
- YMCA Biltmore Park
- Village Roundtable
- Legacy Neighborhoods
- Bounty and Soul
- Givens Estate
- BC Early College
- County Employees
- County Employees
- Enka-Candler Library