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
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
Objectives
Two to Three

Focus Area 2
Objectives
Two to Three

Focus Area 3
Objectives
Two to Three

Focus Area 4
Objectives
Two to Three

Focus Area 5
Objectives
Two to Three

Focus Area 6
SMART Goals
Two to Three for each Objective

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

Focus Area

Vibrant Economy

Objective

Increase median household income to NC benchmark

SMART Goals

- 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
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?

Strategic Direction

Tactical Execution

Organization

Department

Employee
• 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

<table>
<thead>
<tr>
<th></th>
<th>Place to Visit</th>
<th>Place to Play</th>
<th>Place to Live</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>85%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>2021</td>
<td>85%</td>
<td>78%</td>
<td>66%</td>
</tr>
</tbody>
</table>
### Satisfaction with Core County Services

<table>
<thead>
<tr>
<th>Service</th>
<th>2024 Percentage</th>
<th>2021 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Libraries</td>
<td>77%</td>
<td>79%</td>
</tr>
<tr>
<td>Elections</td>
<td>61%</td>
<td>61%</td>
</tr>
<tr>
<td>Recreation Services</td>
<td>60%</td>
<td>67%</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>74%</td>
<td>73%</td>
</tr>
<tr>
<td>911 Communications</td>
<td>69%</td>
<td>67%</td>
</tr>
</tbody>
</table>

*Note: The table compares the percentage of satisfaction for various core county services in 2024 and 2021.*
### Statements about the County

<table>
<thead>
<tr>
<th>Service</th>
<th>2024</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equitable Access to Services</td>
<td>62%</td>
<td>65%</td>
</tr>
<tr>
<td>Access to SUD Services*</td>
<td>42%</td>
<td>91%</td>
</tr>
<tr>
<td>Access to Mental Health Services</td>
<td>89%</td>
<td>90%</td>
</tr>
<tr>
<td>Access to Healthcare</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

* SUD – Substance Use Disorder
## Satisfaction with County Communication

<table>
<thead>
<tr>
<th></th>
<th>2024</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Alerts</td>
<td>58%</td>
<td>65%</td>
</tr>
<tr>
<td>Ease of Use County Website</td>
<td>46%</td>
<td>53%</td>
</tr>
<tr>
<td>County Services Information Availability</td>
<td>42%</td>
<td>46%</td>
</tr>
<tr>
<td>Efforts to Connect Residents with Resources</td>
<td>40%</td>
<td>58%</td>
</tr>
</tbody>
</table>
Perceptions of Safety

- Alone in my neighborhood during day: 88% (2024)
- Alone in my neighborhood at night: 72% (2024)
- Feel safe in Buncombe County: 57% (2024)
Sheriff’s Office*

Professionalism of Personnel: 76% (2024)

Satisfaction with Engagement: 74% (2024)

Satisfaction with relationship to Community: 62% (2024)

* 22% of respondents had an interaction with BCSO
## Importance-Satisfaction Analysis & Ratings

### Core County Services

2024 Buncombe County Community Survey  
Buncombe County, NC

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

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

<table>
<thead>
<tr>
<th></th>
<th>Satisfied with Courtesy</th>
<th>Accuracy of Information Provided</th>
<th>Quality of Service Received</th>
<th>Satisfaction with Appropriateness of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>77%</td>
<td>66%</td>
<td>65%</td>
<td>64%</td>
</tr>
<tr>
<td>2021</td>
<td>74%</td>
<td>68%</td>
<td>68%</td>
<td>71%</td>
</tr>
</tbody>
</table>

* 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
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

<table>
<thead>
<tr>
<th>Educated &amp; Capable</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect older residents' ability to age in place</td>
<td>Keep: 5</td>
</tr>
<tr>
<td></td>
<td>Modify: 0</td>
</tr>
<tr>
<td>Improve college and career readiness</td>
<td>Keep: 3</td>
</tr>
<tr>
<td></td>
<td>Modify: 1</td>
</tr>
<tr>
<td>Increase 3rd grade literacy rates especially among underperforming students</td>
<td>Keep: 2</td>
</tr>
<tr>
<td></td>
<td>Modify: 3</td>
</tr>
<tr>
<td>Increase kindergarten readiness</td>
<td>Keep: 2</td>
</tr>
<tr>
<td></td>
<td>Modify: 3</td>
</tr>
</tbody>
</table>
## Survey Results: 2025 Goals

<table>
<thead>
<tr>
<th>Environmental &amp; Energy Stewardship</th>
<th>Response</th>
</tr>
</thead>
</table>
| Preserve farmland and environmentally sensitive tracts | Keep: 5  
Modify: 0 |
| Reduce greenhouse gas emissions    | Keep: 4  
Modify: 1 |
## Survey Results: 2025 Goals

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

*Survey Results: 2025 Goals*
## Survey Results: 2025 Goals

<table>
<thead>
<tr>
<th>Vibrant Economy</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement land use strategies that encourage affordable housing near transportation and jobs</td>
<td>Keep: 5, Modify: 0</td>
</tr>
<tr>
<td>Increase median household income to NC benchmark</td>
<td>Keep: 4, Modify: 1</td>
</tr>
<tr>
<td>Increase total employment in regions targeted industries</td>
<td>Keep: 4, Modify: 1</td>
</tr>
</tbody>
</table>
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
2030 Strategic Plan Development Timeline

**APRIL**
Commissioner Input
BoC survey and input

**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

**SEP**
Community and Employee Feedback
Meetings, surveys, event

**OCT**
Commissioner Feedback
Review of community and employee feedback

**NOV 19**
Commissioner Vote
BoC votes for plan adoption

**NOV 5**
Commissioner Feedback
Draft plan presented at BoC Briefing

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

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