STRATEGIC PLANNING

Public Engagement Sessions

October – November 2019
Welcome

Strategic Priority Community Sessions

PUBLIC INPUT NEEDED
Workshop Logistics

• Sign-In Sheet
• Refreshments
• Rest Rooms
• Parking
• Ground Rules
What is Strategic Planning?

• A process as well as a product
• A system for drawing a vision for the future
• Bringing together voices, perspectives and data
• Understanding change, forecasting, and setting a course of action for moving forward
• Answers questions like, “What should we do? What can we do? How can we do it? How will we track progress and adapt?”
• Typically includes mission, vision & values as well as goals, tactics and performance measures
Strategic Planning for Buncombe County

• Define priorities, guide County operations, and drive future policy and budget decisions
• Plan development started July 2019
• Commissioner-driven planning process
• Informed by employee and public involvement
• 5-year plan
• Takes effect July 2020
• Facilitation support from Rebecca Ryan & UNC School of Government
Timeline

**“BIG SORT”**
*Prioritize*

- Review trends impacting the community
- Prioritize high impact, high certainty trends
- Categorize trends into “Focus Areas”

**Ambitious Goals**
*Define Success*

- Confirmed 4 Focus Areas
- Define Wildly Important Goals (WIG)
- Prioritize WIGs

**Engage the Public**
*Understand Expectations*

- Assess “what does success look like” in focus areas
- Host 8 public meetings
- Utilize 35+ Boards and Commissions

**Engage Employees**
*What’s Possible?*

- Establish Communication Plan
- Distribute Employee Survey
- Host Focus Area Workshops

**Adopt the Plan**

- Incorporate feedback from Public and Employees
- Adopt Plan at a regular meeting of the Board of Commissioners

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**JULY**

**SEPTEMBER**

**OCTOBER**

**NOVEMBER**

**JANUARY 2020**
What do we Value?

Values
Commissioners identified the below values as “most critical”:
• Respect
• Integrity
• Collaboration
• Honesty

Guiding Principles
Additionally, the Commissioners identified the below items that they would “like to be known for”:
• “Restoring public trust through honest and ethical decision making, transparency, fiscal responsibility, impactful policy making and good governance.”
## Assessing the Impact of Community Trends

Commissioners and Staff Prioritized Trends as “High Impact” and “High Certainty”

<table>
<thead>
<tr>
<th>CFQ</th>
<th>TOP TRENDS</th>
<th>SFQ</th>
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<tbody>
<tr>
<td>2</td>
<td>9. Growing jail population</td>
<td>6</td>
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<tr>
<td>2</td>
<td>25. Growing housing costs and supply</td>
<td>6</td>
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<tr>
<td>2</td>
<td>1. Growing population</td>
<td>5</td>
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<td>2</td>
<td>7. Growing racial gaps in education achievement</td>
<td>5</td>
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<td>2</td>
<td>4. Rising burden of chronic conditions &amp; obesity</td>
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<td>2</td>
<td>28. Growing public spending on health care</td>
<td>4</td>
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<td>2</td>
<td>21. Affordable quality childcare options falling short</td>
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<td>2</td>
<td>21. Loss of farmland</td>
<td>2</td>
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<td>2</td>
<td>15. Increasing philanthropic opportunities</td>
<td>6</td>
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<tr>
<td>1</td>
<td>19. Growing cost of living</td>
<td>4</td>
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<tr>
<td>1</td>
<td>6. Declining enrollment in traditional public schools</td>
<td>3</td>
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<tr>
<td>1</td>
<td>27. Growing share of county expenditures</td>
<td>3</td>
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<tr>
<td>1</td>
<td>5. Growing challenges in children’s health</td>
<td>2</td>
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<tr>
<td>1</td>
<td>25. Increasing philanthropic opportunities</td>
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Example Trends to Draft Focus Areas

**Educated & Capable Community**
- Growing Racial Gaps in Educational Achievement
- Other trends: Affordable quality childcare options falling short, Declining enrollment in traditional public schools;

**Environmental Stewardship**
- Increasing Loss of Farmland
- Other trends: Growing housing costs and supply, Growing population, Growing cost of living;

**Vibrant Economy**
- Affordable Quality Child Care Options Falling Short
- Other trends: Growing housing costs and supply, Growing racial gaps in educational achievement, Growing cost of living;

**Resident Well-Being**
- Growing Jail Population
- Other trends: Rising burden of chronic conditions and obesity, Growing public spending on health care,
# Draft Focus Areas & Foundations

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<thead>
<tr>
<th>Educated &amp; Capable Community</th>
<th>Environmental Stewardship</th>
<th>Vibrant Economy</th>
<th>Resident Well-Being</th>
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</thead>
<tbody>
<tr>
<td><strong>Vision:</strong> A county where all people thrive and demonstrate resilience throughout their lives.</td>
<td><strong>Vision:</strong> High quality air, water, farmland and renewable energy for future generations.</td>
<td><strong>Vision:</strong> A robust and sustainable economy that builds on homegrown industries/talent and provides economic mobility for all.</td>
<td><strong>Vision:</strong> A county where residents are safe, healthy, and engaged in their community.</td>
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## Our Resources

**Vision:** The funding, talent, and partnerships that enable high quality delivery of services.

## Our Infrastructure

**Vision:** Best-in-class performance to support the strategic focus areas through information, technology, facilities, risk management, evaluation and administration.
Defining Goals

• For each of these focus areas, Commissioners and Department Heads discussed the vision and key goals.
• To support these discussions, everyone was asked to consider:

“If every other area of our operation remained at its current level of performance, what is the one area where change would have the greatest impact?”
Draft Goals for Focus Area: Educated & Capable Community

Vision:
A county where all people thrive and demonstrate resilience throughout their lives

Trends:
• Growing racial gaps in educational achievement
• Affordable quality childcare options falling short
• Growing population
• Declining enrollment in traditional public schools; Increasing philanthropic opportunities

Draft Goals:
• Increase access for the elderly to community programs/services
• Prepare all kids for success by assuring they have the literacy skills they need
Draft Goals for Focus Area: Environmental Stewardship

Vision:
High quality air, water, farmland and renewable energy for future generations

Trends:
• Loss of farmland
• Growing housing costs and supply
• Growing population
• Growing cost of living; Increasing philanthropic opportunities

Draft Goals:
• Reduce greenhouse gas emissions
• Maintain acreage of farms and undeveloped lands
Vision:
A robust and sustainable economy that builds on homegrown industries/talent and provides economic mobility for all.

Trends:
• Growing housing costs and supply
• Growing racial gaps in educational achievement
• Affordable quality childcare options falling short
• Growing population
• Growing cost of living; Growing share of County Expenditures

Draft Goal:
• Increase median income
Vision:
A county where residents are safe, healthy, and engaged in their community

Trends:
• Growing Jail Populations
• Rising burden of chronic conditions and obesity
• Growing public spending on health care
• Affordable quality childcare options falling short
• Growing population
• Growing challenges in children’s health; Increasing philanthropic opportunities; Growing cybersecurity threats

Draft Goals:
• Expand and maintain cultural and recreational assets
• Increase public trust
Questions?
Our Objectives for Today

1. Develop ideas for success
2. Provide input on setting goals with greatest impact

We will accomplish this through:
- ✔ Visioning
- ✔ Small group exercise
- ✔ Large group discussion
Vision

October 2025
Vision:
A county where all people thrive and demonstrate resilience throughout their lives

Trends:
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Next Steps: Schedule

- October 19 – November 1: Public Engagement Sessions
- November 15: Board of Commissioners workshop (8:30 – noon, 200 College Street)
- November – December: Employee Engagement Sessions
- January: Strategic Plan Adopted by Commissioners
- July 2020: Strategic Plan Launch
- Ongoing: Implement plan, Monitor & Report Results, Engage