

October 13, 2019

Buncombe County Commissioners

4 pages via email

Dear Buncombe County Commissioners,

The purpose of this letter is to outline key discussion items for our conversation on **Tuesday, October 15**. These items were generated from one-on-ones with many of you, feedback from staff, and reflection following the September workshop.

Key Discussion Items:

- There may have been a misunderstanding about the meaning of "Increase sales tax by 5% year over year" on the WIG Tallies (see next page.) The intention of the WIG was to *increase income from sales tax receipts*, but it may have been interpreted as the County passing a law to increase sales tax. If this was a misunderstanding, department heads may not have "No" voted as strongly as they did, and this may change the results of the WIG in that Focus Area.
- There may be additional WIGs that could be created from Commission priorities. For example, one of the new WIGs identified last month is "Prepare all kids for success by ensuring they have the literacy skills they need." Concurrently, the Early Childhood Fund has a literacy goal; should our WIG reflect that?
- When we begin soliciting the public for input and feedback, we will not include the draft metrics for two reasons: (1) They are drafts that are still undergoing research; (2) The metrics could be distracting and sideline the conversation to "the right number" rather than the general goal.
- Are we missing any WIGs? For example, public safety is a large part of the County's budget but in "Resident Well-Being," we don't have a WIG related to public safety.

Additional discussion items:

- Change the focus area called "Environmental Stewardship" to "Environmental and Energy Stewardship" to reflect the WIG of "Reducing Green House Gas Emissions"
- Ask our farmers to help us refine the wording and metrics for the WIG "Maintain acreage of farm and undeveloped land"
- Since WIGs focus on the inputs (not the outcomes), is there a way to modify "Increase Public Trust" to an input instead?

In service,



Rebecca Ryan

Cc: Buncombe County Manager, Assistant Managers and Department Heads

Attachments: WIG Tallies for Commissioners and Dept. Heads; Strategy House V 3 Oct 09 2019

	Commissioners		Staff		Combined		All-Net
	Yes	No	Yes	No	Yes	No	
Vibrant Economy							
Increase median income	3	0	6	0	9	0	9
Increase Sales Tax 5% Year over Year	4	0	1	11	5	11	-6
Increase total jobs 5% annually in all sectors	2	0	2	0	4	0	4
Resident Well-Being							
Increase public trust	5	0	6	1	11	1	10
Expand and maintain cultural and recreational assets	6	0	3	0	9	0	9
Decrease incidence and disparities for chronic conditions from current levels to ____.	2	0	5	1	7	1	6
Environmental Stewardship							
Reduce greenhouse gas emissions	7	0	6	2	13	2	11
Maintain acreage of farm and undeveloped lands	5	0	4	0	9	0	9
Increase community resilience and preparedness for extreme weather	1	0	4	2	5	2	3
Decrease number of named streams and water courses on the EPA list (303D) of impaired streams	0	0	2	0	2	0	2
Educated and Capable Community							
Prepare all kids for success by ensuring they have the literacy skills they need	7	0	4	0	11	0	11
Increase access for the elderly to community programs/services	6	0	2	0	8	0	8
Increase demographic representation among teachers in school to population representativeness	2	0	2	0	4	0	4
Increase voter turnout	0	3	0	0	0	3	-3
Increase job placement rates	0	0	0	6	0	6	-6

Vision

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

Values

Respect – Integrity – Collaboration - Honesty

FOCUS AREAS

Environmental Stewardship

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

Educated & Capable Community

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

Vibrant Economy

Vision: A robust and sustainable regional economy that builds on our homegrown industries and talent and provides economic mobility for residents

Resident Well-Being

Vision: Our residents are safe, healthy, and engaged in their community

2025 GOALS

Reduce greenhouse gas emissions

Increase access for elderly to programs and services like Mountain Mobility

Increase median income to align with AVL5X5 goal.

Expand and maintain cultural and recreational assets

Maintain acreage of farm and undeveloped lands

Assure all children have literacy skills they need

Increase public trust through resident engagement

FOUNDATIONS

Strong infrastructure (information technology, facilities, risk management, evaluation and administration) committed to best-in-class performance to support the Board and its strategic focus areas

Resources: the funding, talent, and partnerships that enable high quality delivery of services.

STRATEGIC INITIATIVES



DRIVING TRENDS

- Climate change
- Loss of farmland
- Growing population
- Increasing pressure from climate change

- Growing racial gaps in educational achievement
- Shortage of affordable quality childcare options
- Declining enrollment in traditional public schools
- Growing population

- Growing housing supply cost
- Growing cybersecurity threats
- Growing cost of living
- Growing share of county expenditures
- Economic and equity disparities
- Low wages for workers
- Growing population

- Growing jail population
- Rising burden of chronic conditions and obesity
- Growing public health spending on health care
- Growing challenges in children's health
- Increasing philanthropic opportunities
- Increasing opioid emergencies and deaths
- Growing population