



# Strategic Plan 2030 & Helene Recovery Plan

Board of Commissioners Briefing

March 18, 2025



# Strategic Plan 2030

*Summary of the new strategic plan in process*



# 2030 Strategic Plan

- Aligns with comprehensive plan and drives the annual budget
- Serves as the North Star for Buncombe County
- Sets priorities, objectives & goals spanning the entire scope of county government operations
- If a goal is in a plan, it must be measurable, and the data must be reported by adoption date



# 2030 Strategic Plan Structure

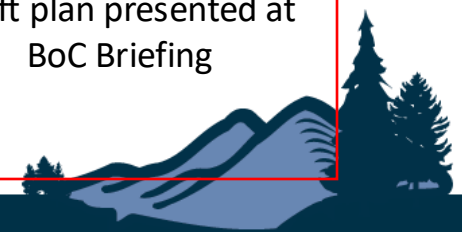
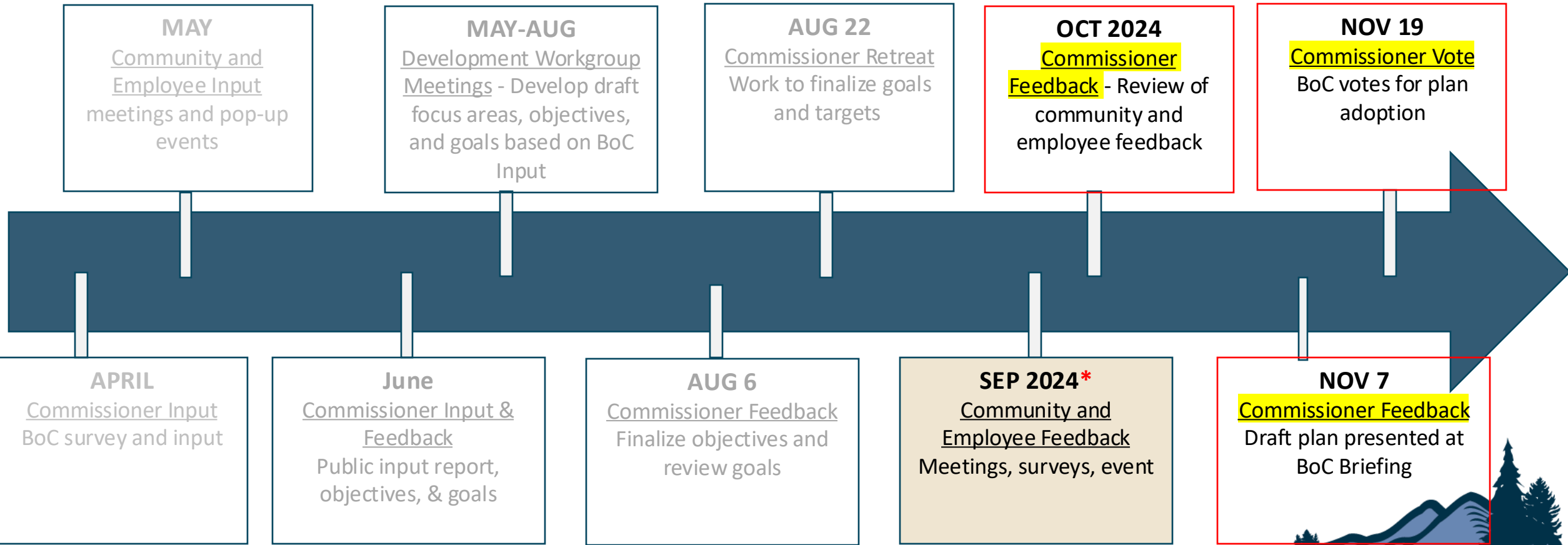
Focus Areas					
Community Health	Economic Development	Education	Energy & the Environment	Growth & Development	Public Safety
Operational/Foundational					

- 2-3 objectives, per focus area
  - Directional aspiration, serves as a bridge between focus area and multiple goals
- 2-3 SMART Goals, per objective
  - Specific and measurable targets, indicating progress toward broader objective



# 2030 Strategic Plan Development Timeline

\*Strategic Planning Activities paused after impact of T.S. Helene



# 2030 Strategic Plan Development Process



# Tropical Storm Helene Recovery Plan

*Description of the purpose a recovery plan will serve*



# What is recovery planning, and why do it?

## A recovery plan...

- Guides to help a community rebuild and recover after a major disaster
- Assesses impacts & needs
- Names what is important to accomplish for recovery
- Reflects community voice yet is tailored to organizational scope
- Aligns to existing plans where possible (*e.g. comprehensive land use, strategic, hazard mitigation, parks, transportation, health, economic development*)





## A good plan helps...

- Secure funding/resources from state & federal agencies
- Coordinate efforts between different organizations & government agencies
- Prioritize needs so the most critical issues get addressed first
- Support businesses and residents in rebuilding their lives
- Build back stronger to reduce damage from future disasters





# Example Potential Recovery Projects

-  Creation of a Small Area Plan for unincorporated Swannanoa to guide land use, zoning, infrastructure, transportation, design, and community development
-  Construction of a housing development on County-owned property to create rental housing units affordable to households at or below 80% of Area Median Income
-  Redevelopment of a County park that was extensively damaged in by the storm
-  Activating property acquired through the hazard mitigation buyout program for greenways or other passive recreation



# Coordinated Plan Development

*Summary of the plan to finalize the strategic plan & establish a recovery plan*



# Proposed Approach

1. Update the draft 2030 Strategic Plan to convey objectives & goals appropriate for an organization/community in recovery
2. Establish Recovery Plan that delivers a set of projects aligned to the objectives & goals from the Strategic Plan
3. Align the planning timelines to adopt both plans in September 2025
4. Use a unified engagement process for both plans (including Commissioners, Departments, Partners & Community)
5. Coordinate with City of Asheville & towns for aligned planning processes where feasible & relevant



# Example of Strategic Alignment

## STRATEGIC PLAN

- **Focus Area 1:** Growth & Development
- **Objective 1.1:** Encourage a diversity of housing as a foundation for affordable, healthy and thriving communities, particularly for the most vulnerable residents
- **Goal 1.1.1:** Support unit creation and unit repair of ##### housing units

## RECOVERY PLAN

- **Project:** Affordable Housing Development on County-owned property on Coxe Avenue
- **Intended Outcome:** creation of ### affordable units
- **Lead Recovery Support Function:** Housing
- **Strategic Plan Goal:** 1.1.1



# Proposed Timeline

Spring	Summer	Fall
<ul style="list-style-type: none"><li>• Confirm planning process, scope, partners &amp; timeline</li><li>• Community engagement #1 (input)</li><li>• Develop project ideas</li><li>• Collect information about possible funding sources</li><li>• Initial work session with Board of Commissioners</li></ul>	<ul style="list-style-type: none"><li>• Refine recovery project ideas into draft proposals</li><li>• Community engagement #2 (feedback)</li><li>• Refine goals &amp; targets</li><li>• Refine &amp; prioritize projects</li><li>• Refine plans into final drafts for review</li><li>• Gather feedback from subject matter experts</li><li>• Work session with Board of Commissioners</li></ul>	<ul style="list-style-type: none"><li>• Refine drafts into final plans</li><li>• Formal adoption of both plans</li></ul>



# Questions?



# End of Presentation



# APPENDIX – 2030 Strategic Plan Draft Objectives and Goals

Draft content, as of August 2024





# Growth & Development

## ENCOURAGE DIVERSITY OF HOUSING AS A FOUNDATION FOR AFFORDABLE, HEALTHY, AND THRIVING COMMUNITIES, PARTICULARLY FOR THE MOST VULNERABLE RESIDENTS

- By 2030, x% of units developed should be attached units
- Grow x% of all new units in Buncombe County that are adaptable to become accessible to meet the needs of an increasing aging population in next 5 years
- Preserve naturally occurring affordable housing homeowner units by supporting at least x# emergency home repairs for low- and moderate-income households annually.
- x% of affordable housing rental units supported by Buncombe County and created under the Low-Income Housing Tax Credit (LIHTC) Program should be available to households earning at or below x% AMI
- Increase BIPOC homeownership rate of X% from rentals to homeownership by x%



# Growth & Development

## MAXIMIZE THE USE OF LAND, GUIDING DEVELOPMENT TO TARGETED GROWTH AREAS THAT LEAD TO RESILIENT COMMUNITIES

- Direct greater than x% of new county developments into growth areas per fiscal year as defined by the GEC map
- Increase # of subdivision developments that utilize alternative designs and conserve portions of property to x% of all subdivisions by 2030
- Complete x% of greenway projects currently in progress in Buncombe County by 2030
- Break ground on developments to include x# units of affordable housing on county owned properties by 2030



# Economic Development

## INCREASE OPPORTUNITIES AND SUPPORT FOR LOCAL WORKFORCE

- Increase percentage of new Economic Development Investment Program projects that include health care and other worker benefits (Ex. childcare, transit) to x%
- Increase % of STEP participants who gain employment upon completion of program to x%
- Increase number of library customers who connect to employment information by x%, to include receiving and forwarding queries to other departments



# Economic Development

## INCREASE ACCESS TO QUALITY INTERNET

- Decrease number of households in Buncombe County that are unserved or underserved by high-speed internet by x%
- Increase county cell coverage in underserved areas from “no bars to bars” by x%
- Decrease the Buncombe County Digital Divide Index (DDI) from x to y



# Economic Development

## INCREASE ECONOMIC AND BUSINESS OPPORTUNITIES IN BUNCOMBE COUNTY

- Increase average wage in target industries (Professional & IT, advanced manufacturing, and small businesses) to x% of the Area Median Income
- Increase average wage for Buncombe County Economic Development Investment Program projects to \$x/hr
- Increase average entry level wage for Buncombe County Economic Development Investment Program projects to the living wage
- Increase the number of small businesses (25 employees or less) owned by BIPOC populations by x%



# Education

## ENHANCE EARLY & ADULT LEARNING

- Partner with community organizations to increase the % of children aged 0-5 in childcare from x% to x% by 2030
- Decrease the % of youth ages 16-24 who are disconnected from school or work from x% to y% by 2030
- Increase the number of adult focused programs from x to y by 2030



# Education

## HOLISTICALLY IMPROVE EQUITY IN EDUCATION

- Work towards parity in youth being referred to court by reducing the risk ratio for BIPOC youth from x to y by 2030
- Work towards parity in kindergartner readiness by race and ethnicity from a gap from x points to y points by 2030
- Increase equity (or parity / reduce disparities) in public school graduation gap from x points to y points by 2030



# Community Health

## INCREASE COORDINATION AND RESILIENCE OF COMMUNITY HEALTH SERVICES TO CREATE A HEALTHIER AND SAFER COMMUNITY

- Increase connections and referrals among health and service providers
- Increase Foster Care coordination for 18 – 21-year-olds
- Decrease number of community members over 65 with reported independent living difficulty by x% by 2030





# Community Health

## INCREASE EQUITABLE OUTCOMES IN PHYSICAL, MENTAL, AND BEHAVIORAL HEALTH, AND INCREASE SOCIAL CONNECTEDNESS

- Decrease black/white infant mortality disparity ratio to x% by 2030
- Decrease necessity of ED visits for suicidal ideation by x% by 2030
- Increase number of participants attending in-person County-sponsored recreation and wellness programs by x% by 2030



# Community Health

## IMPROVE COMMUNITY WELL-BEING BY PROVIDING PERSON-CENTERED, TRAUMA INFORMED SERVICES

- Increase trauma informed services provided to the community
- Decrease the racial disparity ratio rate of children entering foster care system during investigation
- Decrease number of substance use related deaths
- Decrease # of non-critical EMS responses related to chronic diseases in patients over 65 by x% by 2030 (cardiac, renal, diabetes, hypertension, pulmonary)



# Public Safety

## INCREASE HOLISTIC PREVENTION AND HARM REDUCTION

- Decrease gun violence - gun related incidents or gun related injuries
- Reduce racial disparity rates in the jail population
- Increase the number of community members trained in risk reduction/preparedness
- Reduce the number of pretrial technical violations



# Public Safety

## ENHANCE PUBLIC SAFETY

- Improve response times to emergencies
- Increase the acreage of flood prone areas preserved in marginalized communities
- Increase the number of collaborative preparedness drills/exercises conducted in the community
- Improve the percentage of protective services cases that are initiated on time



# Public Safety

## ADVANCE COLLABORATION/COORDINATION OF INDIVIDUALIZED DIVERSION SERVICES

- Increase the number of individuals seen by alternate emergency responder services
- Decrease the number of people repeatedly assigned to Pretrial and/or diversion services
- Decrease the number of charges for class 2 and 3 misdemeanors
- Increase in feelings of safety for domestic violence and sexual violence survivors



# Energy & Environment

## **PRESERVE THE AGRICULTURE HERITAGE OF BUNCOMBE COUNTY & PRIORITIZE THE PROTECTION OF NATURAL RESOURCES**

- Increase economic viability and stability of agriculture by supporting x# farmers with workshops, business planning, and farm estate planning by 2030
- Solid Waste will recycle x% of all waste generated in Buncombe County (including C&D) by 2030
- Restore x Linear feet of streambank restoration by 2030
- Buncombe County will help initiate the conservation of x% of the county's total acres by 2030\*

\*Board Adopted Goal outside of Strategic Plan



# Energy & Environment

## REDUCE GREENHOUSE GAS EMISSIONS AND PROTECT AIR QUALITY

- x% of County vehicles will be zero emission by 2030
- Incorporate x# county-wide solarize campaigns with current community clean energy programs resulting in x# residential solar installations in Buncombe County by 2030
- Offset x tons of organic compost from the landfill by 2030
- Achieve x% renewable energy usage for County operations by 2030\*

\*Board Adopted Goal outside of Strategic Plan



# Energy & Environment

## INCREASE HAZARD MITIGATION AND DISASTER PREPAREDNESS TO SUPPORT A CLIMATE RESILIENT COMMUNITY

- Meet requirements to become a Community Rating System Class 8 Community by 2030 resulting in a x% reduction in flood insurance rates for county policy holders
- Increase # of stream gauges to x% by 2030 to improve our ability to protect the community from flooding
- Develop/conduct annual hazard specific awareness campaigns, targeting the corresponding risk areas, that use analytics to evaluate each





# Foundational

## OPTIMIZE BUSINESS PRACTICES

- Increase historically underutilized business participation in solicitations by at least 10% year over year through 2030
- By 2030 ensure 85% of annual service contracts have at least 2 performance indicators
- Increase the overall quality of customer service rating according to the community survey by 10 percentage points by 2030
- Implement a process to ensure disaggregated demographic data is captured by at least 70% of departments by 2030



# Foundational

## FOCUS ON STRENGTHENING ORGANIZATIONAL CULTURE

- Increase the favorable score on cross department collaboration to reach the government benchmark by 2030
- Increase the favorable score on the work life balance category within the employee survey to reach the government benchmark by 2030
- Increase the favorable score on the organizational communication and psychological safety employee survey questions to reach the government benchmark by 2030
- Increase the overall quality of satisfaction with internal service departments according to the internal customer service survey by 10 points by 2030
- Increase the favorable score on employee innovation to reach the corporate benchmark by 2030



# Foundational

## GROW AND RETAIN BUNCOMBE COUNTY EMPLOYEES

- Increase the favorable score on the meaningful recognition employee survey question to equal the government benchmark by 2030
- Increase the favorable score on the employee survey questions related to career development & growth to equal the corporate benchmark by 2030
- Decrease Annual Turnover by 3% by 2030

