2030 Strategic Plan

Presented by Strategy and Innovation
Today’s Agenda

- Strategic Plan Overview
- Recap of community and staff input
- Participatory session work
Strategic Plan Overview
2030 Strategic Plan

- Alignment with the County's comprehensive plan
- Strategic plans and departmental 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
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
SMART Goals Two to Three for each Objective

Focus Area 2
Objectives Two to Three
SMART Goals Two to Three for each Objective

Focus Area 3
Objectives Two to Three
SMART Goals Two to Three for each Objective

Focus Area 4
Objectives Two to Three
SMART Goals Two to Three for each Objective

Focus Area 5
Objectives Two to Three
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

Focus Area

Music Appreciation

Objective

Ensure guests have quality musical experience throughout their visit

SMART Goals

- Ensure time between musical acts are reduced to no longer than 10 minutes by 2030
- 50% of venue seating is refurbished with cushions by 2030
- At least 1 monthly performance of genre other than country or bluegrass by 2028

Objective – a broad statement of direction
SMART Goal – Specific, Measurable, Achievable, Relevant, Timebound
2030 Strategic Plan Development Timeline

APRIL
Commissioner Input
BoC survey and input

MAY - AUG
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
Commissioner Feedback
Review of community and employee feedback

OCT
Commissioner Feedback
Draft plan presented at BoC Briefing

NOV 19
Commissioner Vote
BoC votes for plan adoption
Community Input Sessions

• Four versions of a facilitation with the public.
• 24 scheduled events and a Public Input Page in May.
• Partnership with CAPE and Equity Office on content, planning, outreach.
• Demographic information being collected.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Responses</th>
<th>% of Total Responses</th>
<th>Equity Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>53</td>
<td>11%</td>
<td>40%</td>
</tr>
<tr>
<td>Environment &amp; Energy</td>
<td>50</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>68</td>
<td>14%</td>
<td>49%</td>
</tr>
<tr>
<td>Growth &amp; Development</td>
<td>162</td>
<td>33%</td>
<td>46%</td>
</tr>
<tr>
<td>Health &amp; Public Safety</td>
<td>87</td>
<td>18%</td>
<td>60%</td>
</tr>
<tr>
<td>Other Responses</td>
<td>64</td>
<td>13%</td>
<td>42%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>484</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Development Area Content
Vision
A caring community in harmony with its environment where citizens succeed, thrive, and realize their potential

Values
Respect – Integrity – Collaboration – Honesty – Equity

Education
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.
Proposed 2030 Strategic Objectives

Education

• Enhance Early Learning
  • Providing Pre-K support

• Strengthen Pathways to Adulthood
  • Enhance opportunities for career pathing

• Support Adult Learning
  • Adult literacy and life-long learning

• Holistically Improve Equity in Education
  • Improve outcomes across demographic groups
Proposed 2030 Strategic Objectives
Health and Public Safety

• Increase Coordination and Resilience of Public Health and Safety Services
  • Focus is on faster LEO and ES response times, reduction in behavioral health-related crimes, increased awareness of available services

• Increase Holistic Prevention Efforts to Create a Safer Community
  • Focus on foster care reduction, increase the number of BIPOC service providers, enhanced dispatch capabilities, increased county services and community partners

• Increase Equitable Access to Physical, Mental, and Behavioral Health and Safety Resources
  • Increased access to public health services, decreased substance use-related deaths, reduced demand for 911 services, increase BIPOC service providers in the community

• Enhance the County’s Commitment to Uplifting Person-Centered Options to Support Wellbeing
  • Decreasing rates of suicide and substance use-related deaths

• Enhance Health and Public Safety Programs' Sustainability through Increased Support for Frontline Workers’ Health and Wellbeing
  • Focus on employee retention and morale and mitigating employee trauma
Proposed 2030 Strategic Objectives
Energy & Environment

• Preserve the Agriculture Heritage of Buncombe County
  • Farmland preservation succession

• Prioritize the Protection of Natural Resources
  • Conservation easements and investing in code enforcement and composting facilities

• Reduce Greenhouse Gas Emissions
  • Fleet electrification, waste diversion and home weatherization programs

• Increase Hazard Mitigation and Disaster Preparedness to Support a Climate Resilient Community
  • Equitable Hazard Mitigation Plan and monitoring investments
Proposed 2030 Strategic Objectives

Economic Development

• Increase Opportunities and Support for Local Workforce
  • Focused on incentive projects that include benefits, skills training, and employment programs

• Increase Business Opportunities with Buncombe County
  • The County will focus on increasing Request For Proposals (RFPs) and contracts with minority owned business

• Increase Access to Quality Internet
  • Focus will be on underserved areas of the County

• Increase Economic Opportunity in Buncombe County
  • Focus is on increasing the # of small businesses, wage rates, and minority home ownership
Proposed Objectives
Growth and Development

• Enhance transportation opportunities through partnerships, emphasizing the needs of underserved and BIPOC communities
  • Providing greater access to mass transportation geographically and demographically

• Incentivize a diversity of housing as a foundation for affordable, healthy, and thriving communities, particularly for the most vulnerable residents
  • Addressing housing cost burden issues

• Maximize the use of land, guiding development to targeted growth areas that lead to resilient communities
  • Responsible and effective development strategies
Questions?
Appendix
2025 Strategic Objectives

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

VALUES
Respect – Integrity – Collaboration – Honesty – Equity

COMMUNITY FOCUS AREAS

Educated & Capable Community
Vision: A county where all residents thrive and demonstrate resilience throughout their lives.

Environmental & Energy Stewardship
Vision: High quality air, water, farmland and renewable energy for future generations.

Resident Well-Being
Vision: Our residents are safe, healthy, and engaged in their community.

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

2025 GOALS

Increase third grade literacy rates especially among underperforming students.
Reduce greenhouse gas emissions.
Preserve farmland and environmentally sensitive tracts.
Increase access to public transportation, including public, transit and paratransit services.
Reduce jail population and enhance public safety.
Eliminate deaths as a result of substance abuse.

Increase kindergarten readiness.
Improve college and career readiness.
Protect older residents’ ability to age in place.
Expand and maintain cultural and recreational assets.
Increase household income to North Carolina benchmark.
Implement land use strategies that encourage affordable housing near transportation and jobs.