

# NEW HANOVER COUNTY STRATEGIC PLAN 2018-2023

## INTELLIGENT GROWTH & ECONOMIC DEVELOPMENT



- Leverage public infrastructure to encourage private investment
- Increase the diversity and number of higher-wage jobs
- Encourage development of complete communities in the unincorporated county

## SUPERIOR EDUCATION & WORKFORCE



- Promote early learning that ensures life-long resiliency
- Support the private sector's need for talent to fill higher-wage jobs

## SUPERIOR PUBLIC HEALTH & SAFETY



- Prevent and reduce opioid abuse
- Increase access to programs to prevent and reduce obesity
- Sustain the community capacity to prepare for and respond to public safety demands

## GOOD GOVERNANCE

### EFFECTIVE COUNTY MANAGEMENT

- Continuous focus on the customer experience
- Increase transparency and awareness about county actions
- Deliver quality service at the right time

### STRONG FINANCIAL PERFORMANCE

- Minimize taxes and fees
- Proactively manage the county budget
- Plan for the long-term financial health of the county

#### Internal Business Processes

Provide better, faster, leaner customer-driven practices

Align services and programs with strategic priorities

Communicate what the county does and why

Develop and nurture partnerships to deliver strategic objectives

#### Organizational Capacity

Hire and retain people committed to public service

Foster a culture of agility and flexibility to create innovative solutions

Build capacity for data-driven decision making

Engage in continuous learning

#### MISSION

New Hanover County is committed to progressive public policy, superior service, courteous contact, judicious exercise of authority, and sound fiscal management to meet the needs and concerns of our citizens today and tomorrow.

#### VISION

A vibrant, prosperous, diverse coastal community committed to building a sustainable future for future generations.

PROFESSIONALISM • INTEGRITY • INNOVATION • STEWARDSHIP • ACCOUNTABILITY





## INTELLIGENT GROWTH & ECONOMIC DEVELOPMENT



### STRATEGIC OBJECTIVE

Leverage public infrastructure to encourage private investment

Increase the diversity and number of higher-wage jobs

Encourage development of complete communities\* in the unincorporated county

### DESIRED OUTCOME

Current public assets and future investments increase the tax base

More advanced manufacturing, knowledge sector, and skilled trade jobs available locally

Align policies and business practices to support the development of complete communities

### TARGET

- \$3 billion increase in tax base
- 100% return on investment within 3 miles of new public investments

- Increase jobs that pay  $\geq$  6.5% above the living wage
- 6,500 new, traded-sector jobs in advanced manufacturing, knowledge sector, and skilled trades

- Increase elements of complete communities across New Hanover County

## SUPERIOR EDUCATION & WORKFORCE



### STRATEGIC OBJECTIVE

Promote early learning that ensures life-long resiliency

Support the private sector's need for talent to fill higher-wage jobs

### DESIRED OUTCOME

Every child entering kindergarten in NHC has the emotional, social, and physical opportunity to succeed and to, ultimately, perform at grade level

Businesses stay, start, or expand because the talent exists here or is developed quickly

### TARGET

- 75% of children are ready for kindergarten on the Kindergarten Entry Assessment
- 90% of 3rd graders read at least at grade level on the Read to Achieve Test

- Increase digital access and digital literacy to enhance workforce skills
- Decrease the amount of time to fill positions in target sectors locally

## SUPERIOR PUBLIC HEALTH & SAFETY



### STRATEGIC OBJECTIVE

Prevent and reduce opioid abuse

Increase access to programs to prevent and reduce obesity

Sustain the community capacity to prepare for and respond to public safety demands

### DESIRED OUTCOME

Fewer people misusing opiates

Community knows risks of obesity and individuals can equitably pursue a life that mitigates risks

Preparation that results in the appropriate response and ensures resiliency

### TARGET

- Decrease opioid-related deaths by 100%
- Decrease opioid-related overdoses by 50%

- Increase access to nutritious foods, physical activity and education about healthy behaviors within a half mile of 100% of populations at risk for obesity

- 100% of emergency response calls at 90th percentile of Fiscal Year 2019 data
- Reduction in calls per capita

\*Complete communities provide a range of housing sizes and price points, employment opportunities, convenience needs, community facilities, and support services to provide access and opportunity for all NHC citizens.