



Strategic Plan 2018-2023 Report Out

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From County Manager
Chris Coudriet

5-Year Report Out on Strategic Measures

New Hanover County continues to lead with a strategic vision that has helped our community make significant progress towards becoming the vibrant and prosperous community we aspire to by accomplishing goals that serve our community. The county made progress despite the many dynamic circumstances and uncertainties we've experienced over the past five years.

In fact, I would say that our successes are due to the Board of Commissioners' commitment to lead with a robust strategy focused on measurable goals that directly impact our community and residents. Because of our strategy, we have been able to remain focused on the long-term goals of our community while remaining agile and flexible so that we can respond to the dynamic circumstances over the past five years.

I often say that New Hanover County employees are the best and brightest. And while that's true, it's also important to share that New Hanover County employees report loving the work they do. Not just liking their job, but loving the work they do and taking pride in the work they do each and every day to serve our residents.

As we look back at the past five years, the impact of our employees can be keenly seen, and the community partnerships, engagement of our residents, and investment of our businesses have all contributed to a lot of our county's successes. We still have work to do, but I'm pleased to share some of that progress in our three main 2018-2023 strategic focus areas.

Intelligent Growth and Economic Development

We are experiencing significant progress in our intelligent growth and economic development focus area.

The county is making key public investments that are spurring private investment and growing jobs in our advanced manufacturing, knowledge sector, and skilled trades industry as well as increasing the number of higher wage jobs. Over the past five years, New Hanover County has provided approximately \$300,000 in incentives to help create and maintain 465 new jobs for our community, and we have already pledged an additional \$1.9 million in incentives that will create 1,064 new jobs as well as capital investment over the next five years.

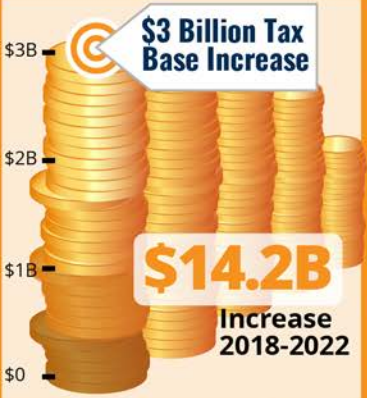
We're also making great strides towards our long-term goal of complete communities that provide a range of housing types and price points, employment opportunities, convenience needs, community facilities, and support services to provide access and opportunity to all New Hanover County citizens.

In addition to updates to our zoning ordinance that provide opportunities for a mixture of uses in our communities, the county has committed \$15 million over the next five years to address workforce housing, and is making significant investments in water and sewer infrastructure.

We've created greater access to communities through multi-use trails that provide connections to Ogden Elementary School and neighborhoods in the Middle Sound Loop area. And we have trail projects with design underway on North College Road and South College Road for greater connectivity to employment and commercial centers. These investments will aid in establishing the development patterns needed to create complete communities as we move forward.

INTELLIGENT GROWTH & ECONOMIC DEVELOPMENT

Leverage Public Infrastructure to Encourage Private Investments



100% Return on New Public Investments

100% Return	Anticipated Return
Ogden Fire Station	421 Corridor
Johnny Mercer Pier	HHS Facility
Positive Return	Blue Clay Road
Pine Valley Library	Gov't Center Redev
Echo Farms Park	
Senior Resource Center Reno.	
Juvenile Justice Building	

Increase Diversity and Number of Higher-Wage Jobs (1/18/18 - 6/30/22)



Encourage Development of Complete Communities in the Unincorporated County

Increase Elements of Complete Communities



Total County	Proximity to Services		Housing Type Diversity Rate ¹
	1 Mile	2 Miles	
2022	45%	95%	35%
2021	45%	95%	35%
2020	47%	95%	35%
2019	45%	95%	34%

¹Housing diversity rate measures the variety and amount of housing types. The Department of Planning and Land Use recommends a housing type diversity rate of 40% at this time.

Superior Education and Workforce

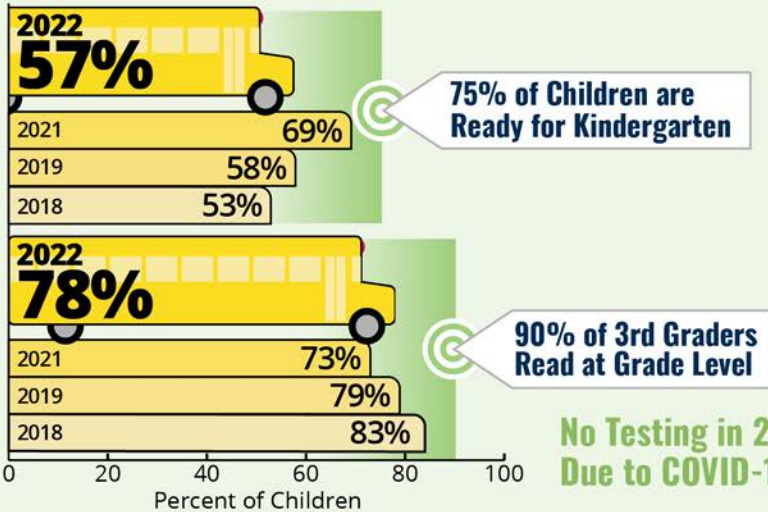
While we've certainly experienced some challenges with our goals focused on education and workforce development due to the COVID-19 pandemic, I'm pleased to share that we have seen gains in our earliest learners through the county's pre-k initiative. Created in partnership with New Hanover County Schools, the county has funded and established 12 new pre-k classrooms that, over the past five years, have served 450 three and four-year-old students.

We know creating a cradle to career pipeline is critical to ensuring the county has a talented workforce to support our community. So we have been focused – and will continue to focus – on ensuring that our children have a clear path to a successful career from pre-k through high school and post-secondary education.



SUPERIOR EDUCATION & WORKFORCE

Promote Early Learning That Ensures Life-long Resiliency



Support the Private Sector's Need for Talent to Fill Higher-Wage Jobs

Increase Digital Access/Literacy to Enhance Workforce Skills

Learning Express Library
Usage Up Since 2018
2,215 Views



NHC Has 1.5 Qualified Local Candidates for Each High-Wage Job



We're Hiring Locally!

.45 Qualified Candidates



6% of NHC population with access to free wi-fi*
(14,995 residents)

*Within ¼ mile of a NHC public wi-fi access point

Superior Public Health and Safety

The community's health and safety are paramount in all that we do, and that was certainly the case over the past five years as we led the way in public health measures and protections during the pandemic.

New Hanover County has also been keenly focused on substance use disorders, with the backdrop of concerning data and too many lives lost. Locally, there has been a 19% increase in opioid related overdoses and a 7% increase in opioid related deaths since 2018 based on currently available data, and these statistics are likely even higher.

New Hanover County was a leader in joining the nationwide opioid litigation and helped develop the state's framework for the settlement efforts, which has resulted in our county receiving more than \$18 million over the next 18 years to address the opioid crisis. Additionally, the Board of Commissioners established a \$50 million mental health and substance use disorder escrow fund with proceeds from the sale of county-owned New Hanover Regional Medical Center.

With these resources in mind and advances in data reporting, the county established a group of community partners to create a Mental Health and Substance Use Disorder Strategy. This provides a framework to make strategic investments that ensure our residents have the resources and knowledge they need before they experience a mental health or substance use disorder crisis, while they are seeking treatment, and after they have received treatment to ensure long-term recovery.

New Hanover County has also focused programs and opportunities on promoting healthy nutrition and exercise in our marginalized communities through our Senior Resource Center's home-delivered meals program, Health & Human Services' Women, Infants, and Children (WIC) Program, and our partnership with the Northside Food Co-op to build a grocery store in one of our community's food deserts.

In addition, New Hanover County Fire Rescue continues to provide superior public safety to our community and earned international accreditation in 2022 from the Commission on Fire Accreditation International (CFAI), making it one of only 300 agencies to achieve this status across the world.

Our Fire Rescue team responds to 92% of calls in less than 11 minutes; and because of efforts from our Emergency Management team leading the way and helping our community to prepare for public safety demands, our 911 calls have decreased 16% per capita over the past five years.

SUPERIOR PUBLIC HEALTH & SAFETY

Prevent and Reduce Opioid Abuse



Increase Access to Programs to Prevent and Reduce Obesity

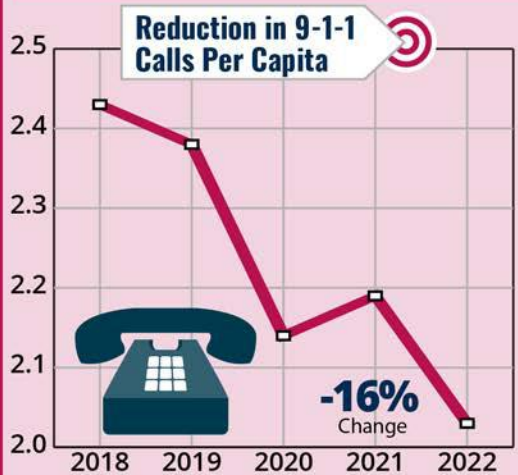
Increase Awareness and Access to Programs and Opportunities That Promote Healthy Nutrition or Exercise in Marginalized Communities

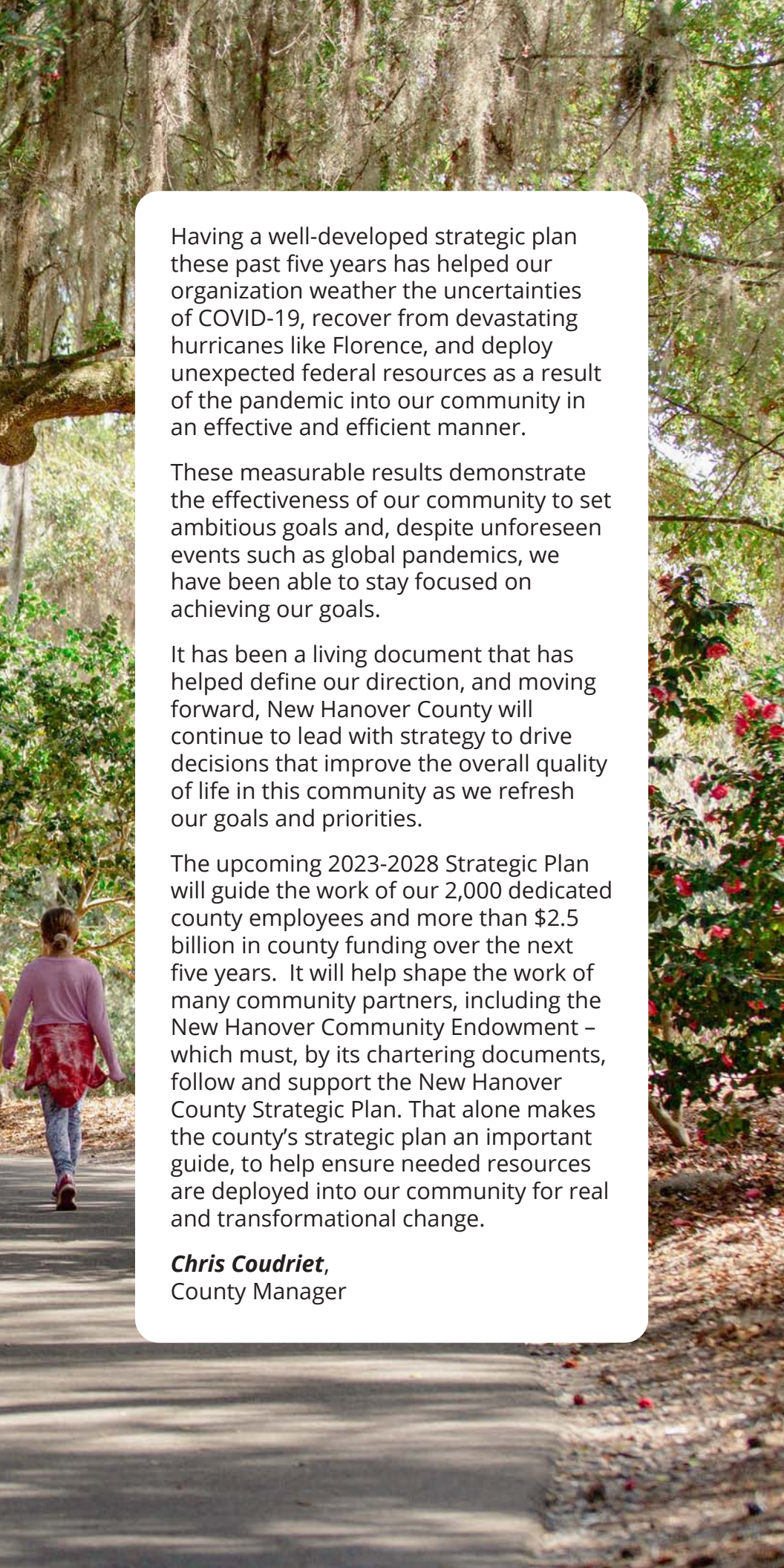


Customer Interactions in Marginalized Communities



Sustain the Community Capacity to Prepare for and Respond to Public Safety Demands



A woman in a purple long-sleeved shirt and blue jeans is walking away from the camera on a paved path. She has a red jacket tied around her waist. The path is surrounded by lush greenery and trees with Spanish moss hanging from their branches. The scene is bright and sunny.

Having a well-developed strategic plan these past five years has helped our organization weather the uncertainties of COVID-19, recover from devastating hurricanes like Florence, and deploy unexpected federal resources as a result of the pandemic into our community in an effective and efficient manner.

These measurable results demonstrate the effectiveness of our community to set ambitious goals and, despite unforeseen events such as global pandemics, we have been able to stay focused on achieving our goals.

It has been a living document that has helped define our direction, and moving forward, New Hanover County will continue to lead with strategy to drive decisions that improve the overall quality of life in this community as we refresh our goals and priorities.

The upcoming 2023-2028 Strategic Plan will guide the work of our 2,000 dedicated county employees and more than \$2.5 billion in county funding over the next five years. It will help shape the work of many community partners, including the New Hanover Community Endowment – which must, by its chartering documents, follow and support the New Hanover County Strategic Plan. That alone makes the county's strategic plan an important guide, to help ensure needed resources are deployed into our community for real and transformational change.

Chris Coudriet,
County Manager



Achievement Awards

Every year, the National Association of Counties (NACo) Achievement Awards recognize county government programs that help build, sustain and enhance healthy, safe and vibrant communities. These national honors are given in 18 categories that reflect the vast and comprehensive services that counties offer. New Hanover County has been honored with a total of 38 NACo Achievement Awards since 2018, recognizing county programs and initiatives aimed at improving customer service and quality of life for residents.

2018

Community Justice Services

Case Management Program to increase self-sufficiency

Fire Rescue – **Pilot program to reduce emergency incident travel times**, also received a *NCACC Excellence in Innovation Award*

Public Library

Fiction to Fashion program

Senior Resource Center

Short-Term Home Delivered Meals Program

Senior Resource Center

Cooking demonstrations and raised garden

Sheriff's Office

Community1 Program,

also received a NCACC Excellence in Innovation Award

2019

Community Recovery

Resource Center, also received a *NC Association of County Commissioners (NCACC) Excellence in Innovation Award*

Customer Online Access Services Tool

Drug Positive Infant Protocol

Landfill Leachate Treatment System

Opioid Public Service Announcements

Pre-K Pilot Expansion

TIDES Program

2020

Parks & Gardens

Stormwater

Library – **CLASS Project**

Recycling & Solid Waste
Composting Program

Finance – **Short-term rental tax automation and compliance Program**

Strategy and Human Resources
PASS Program



2021

Social Services

Childcare and Rental Assistance Program

Finance/Strategy – **Small Business Grants Program**

Cape Fear Museum
1989 Story Map

Emergency Management/
Health & Human Services
Fire Vaccine Program

Human Resources
Resiliency Training

Human Resources
Supervisor Training in Health & Human Services

Strategy – **Process Improvement for HHS Mailroom, Best in Category, County Administration and Management**

Diversity & Equity – **Diversity & Equity on Covid Response**

Arboretum – **Stormwater Infiltration Zones**

Health and Human Services
COVID Outreach and Partnering Program

2022

Community Justice Services/ CFCC Partnership

Health & Human Services
Crisis Intervention Program Payments

Health & Human Services
Homeowner Assistance Program

Health & Human Services
Kinship Therapeutic Foster Care Program

Health & Human Services
School Based Mental Health Program

Parks & Gardens and
New Hanover County
Sheriff's Office
Parks Resource Officer

Planning & Land Use
Workforce Housing Gap Rental Assistance Pilot Program

Senior Resource Center
Master Aging Plan

Engineering
Stormwater Services

Office of Strategy and
Health & Human Services
Health & Human Services Strategic Plan