

PENDER COUNTY CORE STRATEGIC PRIORITIES



STRATEGIC PRIORITY ONE: A High Performing Organization

Pender County is a high performing organization focused on strategy, customer service, citizen communication, a professional and results-oriented workforce, and financial viability.

GOAL 1:	MEASURES:	STRATEGIES:
<p>To develop and operate in accordance with clear and consistent strategies.</p>	<ol style="list-style-type: none"> 1. Employee rating of familiarity with BOCC strategic priorities. 2. Employee rating of the clarity of goals and objectives in their department. 3. Completion rate of strategic priority objectives at the county level. 4. Completion rate of strategic priority objectives at department level. 	<ol style="list-style-type: none"> 1. BOCC develops/confirms strategic priorities annually (January). 2. Annual budget is developed and adopted based upon BOCC strategic priorities. 3. Departments set goals, objectives and results-based performance measures annually based upon BOCC strategic priorities. 4. Employee performance goals are set based upon BOCC and department strategic priority objectives. 5. Departments develop specific results-based performance measures. 6. Complete annual evaluation of BOCC and department strategic priorities.
<p>GOAL 2: To provide exceptional customer service throughout all levels of county government.</p>	<ol style="list-style-type: none"> 1. Customer rating of timely service provision. 2. Citizen rating of availability of services. 3. Citizen rating of the value of county services. 4. Citizen satisfaction with the modes of county service delivery. 5. Customer rating of county employee courtesy. 6. Customer rating of ease of access to services. 7. Customer rating of accessibility of services for persons with disabilities. 8. Citizen rating of quality of service. 9. Citizen rating of county service array. 	<ol style="list-style-type: none"> 1. Assess customer experiences and citizen perception of customer service. 2. Assure annual customer service training for all employees. 3. Measure employee performance related to customer service in annual performance evaluation. 4. Assess and implement opportunities and innovative methods for streamlining services and e-services.

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GOAL 3:	MEASURES:	STRATEGIES:
<p>To increase communication with citizens.</p>	<ol style="list-style-type: none"> 1. Public participation rate in county activities. 2. Survey response rates. 3. Citizen satisfaction with county information availability. 4. Citizen satisfaction with county information quality. 5. Citizen satisfaction with county information usefulness. 6. Citizen rating of feeling informed and connected. 7. Citizen satisfaction with ease of locating county information. 8. Citizen rating of awareness of services. 	<ol style="list-style-type: none"> 1. Determine and use multiple strategies to communicate with citizens (social media, local access channel, email distribution lists, RSS feeds, newsletters, video streaming, Delta Alerts). 2. Promote county meetings, events and activities. 3. Publicize opportunities for citizens to apply to serve on county boards/commissions/committees. 4. Develop a marketing and communication plan. 5. Survey citizens and customers to assess success of communication efforts.
<p>GOAL 4: To maintain a professional, ethical, innovative, skilled, and committed workforce.</p>	<ol style="list-style-type: none"> 1. Number of valid complaints about employees or customer service. 2. Percent of employees that completed annual training requirements. 3. Percentage of performance appraisals rated as “exceeding expectations.” 4. Employee rating of morale. 5. Employee rating of their commitment to their department. 6. Employee rating of the clarity of goals and objectives in their departments. 7. Employee rating of achieving department mission/goals and BOCC priorities. 8. Employee rating of their opportunities for development. 	<ol style="list-style-type: none"> 1. Develop a mandatory general training program including, but not limited, to professionalism, ethics and customer service. 2. Departments develop a mandatory training program related to department-specific skill development. 3. Encourage professional development to improve employees’ knowledge, skills and abilities. 4. Encourage employees to obtain professional certifications and education above minimum requirements. 5. Mandate achievement of minimum professional standards. 6. Assess employee morale, commitment, and understanding of department’s goals/objectives and BOCC priorities. 7. Conduct annual performance appraisals and include ratings on professionalism, ethical behavior, innovation, skill and commitment. 8. Involve employees in process development and department goal setting.

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GOAL 5:	MEASURES:	STRATEGIES:
To maintain financial viability.	<ol style="list-style-type: none"> 1. Undesignated fund balance available as percentage of expenditures. 2. General fund quick ratio. 3. General fund operations ratio. 4. General fund debt service ratio. 5. General fund percent change in net assets. 6. General fund capital assets ratio. 7. Enterprise funds total margin ratio. 8. Enterprise funds percent change in net assets. 9. Enterprise funds self-sufficiency ratio. 10. Enterprise funds quick ratio. 11. Property tax collection rate (excluding motor vehicles). 	<ol style="list-style-type: none"> 1. Maintain an undesignated fund balance percentage at no less than 30%. 2. Maintain a property tax collection rate of 97% or higher (excluding motor vehicles). 3. Designate fund balance appropriations for one-time expenditures only; not recurring expenses. 4. Establish user rates and fees for enterprise funds to ensure self-sufficiency including covering depreciation, capital reserves and debt principal. 5. Invest in capital assets to maintain positive a financial condition related to capital asset management.

STRATEGIC PRIORITY TWO: A Sustainable & Vibrant Economy

Pender County achieves a sustainable and vibrant economy through promoting and effectively managing growth, fostering an expanding and diverse tax base and economy, and maximizing public resources and investments.

GOAL 1:	MEASURES:	STRATEGIES:
<p>To promote and effectively manage growth in the County.</p>	<ol style="list-style-type: none"> 1. Percent of Planning Board and BOCC decisions consistent with adopted policies and guidelines. 2. Annual change in net capital assets related to the County’s general fund. 3. Capital improvement plan completion rate. 4. Amount of new growth and development in environmentally sensitive and valued areas in the county. 5. Emergency services response rates. 6. Comprehensive Transportation Plan improvements completed each year. 	<ol style="list-style-type: none"> 1. Assure the County’s land use and comprehensive planning guidelines and policies espouse growth management best practices. 2. Encourage land use decisions by the Planning Board and BOCC that are in conformance with adopted guidelines and policies. 3. Develop and implement capital improvement plans for County schools, facilities and infrastructure to facilitate and accommodate growth and development capacity. 4. Discourage growth and development in environmental sensitive and valued areas in the county. 5. Encourage development that takes advantage of “green” and “low-impact” technology and building/design methods. 6. Foster relationships with community stakeholders, developers and property owners for promoting responsible and manageable development. 7. Partner with NCDOT to update and implement the county’s Comprehensive Transportation Plan.
GOAL 2:	MEASURES:	STRATEGIES:
<p>To foster an expanding and diverse tax base and economy.</p>	<ol style="list-style-type: none"> 1. Annual percent increase in the County’s tax base valuation. 2. Percent of annual increase in tax base by type of valuation related to industrial, commercial, residential investment. 3. Annual County unemployment rate. 4. Percent annual growth in County utility customer base by water-sewer district. 	<ol style="list-style-type: none"> 1. Assure the County’s land use policies facilitate business and industry growth throughout Pender County. 2. Continually evaluate opportunities to extend public infrastructure into unserved and underserved areas of the county. 3. Invest in and foster public and private development of industrial product in appropriate

5. Investment value of new and expanded industry development.
6. Annual value and number of newly created W-2 jobs.
7. Percent annual growth in median household income.
8. Annual value of building permits by type related to industry, commercial, residential.
9. Annual increase in net capital assets of the County’s water-sewer enterprise fund.
10. Out-of-County Commute Rate.
11. Percent of county population with a minimum four year college degree.

- areas across the county to attract new industry and job creation.
4. Maintain competitive economic incentive policies and practices that focus on W-2 job creation.
5. Encourage the development of a variety of housing types to accommodate future population growth, including workforce housing, affordable housing, multi-family, single family, and so forth.
6. Encourage and facilitate the expansion of private infrastructure into unserved and underserved areas of the county, ie. broadband services, natural gas, telecommunications, and so forth.
7. Promote diversity in the county’s economic base by encouraging all sizes and types of industry, commercial and retail centers, expansion of agricultural business and agri-tourism ventures, tourism development, and a variety of types of residential development and communities.
8. Partner with the area’s educational systems to increase the educational attainment level of Pender County’s population.

GOAL 3:
To maximize public resources and investments.

MEASURES:

1. Annual self-sufficiency ratio of the County’s enterprise funds.
2. Annual value of investments in the county attributed to the Military presence.

STRATEGIES:

1. Assure the expansion of the County’s capital facilities and infrastructure across the county is based on demand, cost-effectiveness and financial viability.
2. Foster regional partnerships with utility and other public service providers to leverage limited public resources while maximizing Pender County control and decision-making.
3. Assure the County’s public utility funds are maintained in a financially viable manner to assure funding for future capital expansions and system maintenance/replacement.
4. Evaluate opportunities to benefit from the County’s proximity to the Military investment, resources and population in neighboring Onslow County.

STRATEGIC PRIORITY THREE: Excellence in Education

GOAL 1:	MEASURES:	STRATEGIES:
GOAL 2:	MEASURES:	STRATEGIES:
GOAL 3:	MEASURES:	STRATEGIES:
GOAL 5:	MEASURES:	STRATEGIES:

STRATEGIC PRIORITY FOUR: A Diverse County with an Exceptional Quality of Life

GOAL 1:	MEASURES:	STRATEGIES:
GOAL 2:	MEASURES:	STRATEGIES:
GOAL 3:	MEASURES:	STRATEGIES:
GOAL 5:	MEASURES:	STRATEGIES: