



# DCo FORWARD 2029

**Draft Strategic Plan – BOCC Update 6/3/2024**  
**Office of Strategy and Performance (OSP)**



# OSP Outreach Informing Draft Objectives, To-Date



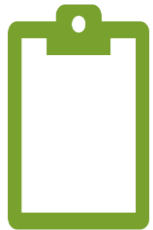
## Consultations with County Leadership

External Consultant Interviews with BOCC and ELT  
BOCC 11/20/23 Policy Retreat  
BOCC 2/5/24 Work Session  
1:1 BOCC meetings  
Multiple meetings between OSP and ELT



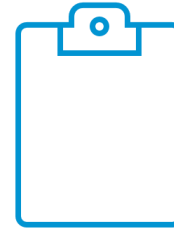
## SWOT Exercises with County Departments

**152** objectives (goals)  
**219** initiatives (action steps)



## Durham County Employee Engagement

**480** survey responses (~25% of employees)  
**3** engagement events with ~**150** attendees

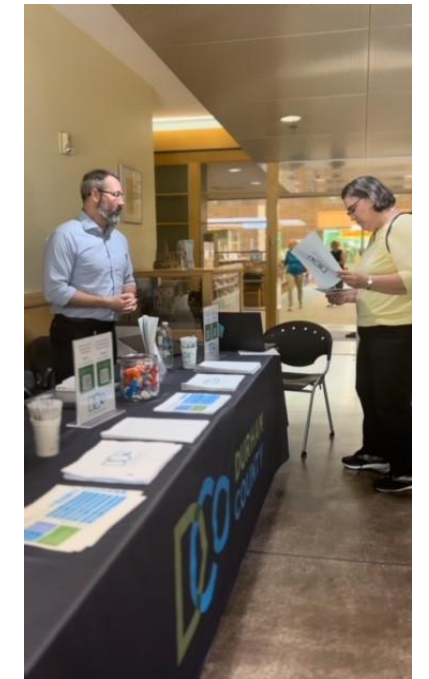
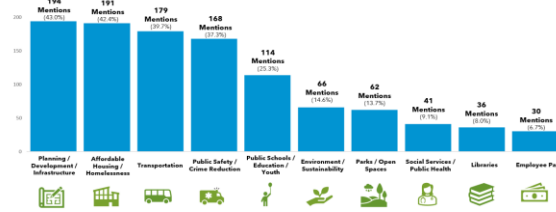


## Durham County Resident Engagement

**505** survey responses  
**3** virtual community events  
**2** in-person community events

# Resident and Employee Engagement at a Glance

What do you hope to see Durham County accomplish over the next five years?  
Are there other thoughts you have as a resident in Durham County?  
(451 Total Open-Ended Responses)



**OSP Outreach Informing Draft Objectives, To-Date**

- Consultations with County Leadership**
  - External Consultant interviews with BOCC and ELT
  - BOCC 11/20/23 Policy Retreat
  - BOCC 2/5/24 Work Session
  - 13 BOCC meetings
  - Multiple meetings between OSP and ELT
- Durham County Employee Engagement**
  - 480 survey responses (~25% of employees)
  - 2 engagement events with ~120 attendees
- SWOT Exercises with County Departments**
  - 152 objectives (goals)
  - 219 initiatives (action steps)
- Durham County Resident Engagement**
  - 505 survey responses
  - 2 virtual community events
  - 2 in-person events



# Recommended Updates to Durham County Mission, Vision, and Core Values

## Current Mission Statement

Durham County is a thriving, vibrant, and diverse community with abundant opportunity for all residents to live, work, learn, play, and grow



## Recommended Mission Statement

Durham County cultivates responsible public service, vital for all residents to experience a high quality of life and amplify the diverse heritage of the community

## Current Vision Statement

Durham County provides high-quality, fiscally responsible services vital to a safe, healthy and vibrant community



## Recommended Vision Statement

Durham County is an empowered, vibrant, and sustainable community that provides equitable opportunities for all residents to live, grow, and thrive

## Current Core Values

- Accountability
- Commitment
- Exceptional Customer Service
- Integrity
- Teamwork and Collaboration



## Recommended Core Values

- Integrity
- Empathy
- Trust and Accountability
- Equitable Customer Experiences
- Belonging and Inclusion
- Teamwork and Collaboration



# DCo Forward 2029 by the Numbers

## 7 Focus Areas



High-level areas in which Durham County strives to increase service delivery through continuously improving systems



## 23 Objectives



Goals in each Focus Area which Durham County will work to accomplish over the next five years



## 74 Initiatives



Action steps that will/are being taken by departments to achieve Objectives outlined in the plan



# Previous Strategic Plan Goals

Goal 1:  
Community Empowerment  
& Enrichment



Goal 2:  
Health & Well-Being for All



Goal 3:  
Safe Community



Goal 4:  
Environment



Goal 5:  
Visionary Government



# Proposed DCo Forward 2029

## Focus Areas

Regional  
Leadership



Healthy &  
Inclusive  
Community



Empowered  
Community



Safe & Resilient  
Community



Sustainable  
Infrastructure &  
Environment



Financial  
Stewardship



High Performing  
Organization





# REGIONAL LEADERSHIP

*Being a regional leader that improves the quality of life of residents*

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**RL 1** Connect Durham residents to good jobs and economic opportunities



- RL 1a** Expand workforce development programming to connect more residents in Durham to entry-level career pathways
- RL 1b** Recruit companies that share Durham County’s strategic priorities and offer new jobs that include well-paying, entry-level career pathways
- RL 1c** Support our small business ecosystem through connections to funding, technical assistance, and resources

**RL 2** Enhance access to different types of transportation in the region



- RL 2a** Implement the Durham County Transit Plan through partnerships and collaboration focused on multi-modal options
- RL 2b** Support the implementation of regional trails and greenways throughout the County, and coordinate with partners on the implementation of pedestrian and bicycle facilities in urban and suburban areas
- RL 2c** Advocate for improvements to the safe and efficient movement of traffic

**RL 3** Help County departments celebrate achievements and success stories



- RL 3a** Increase accessibility of County communication platforms, websites, and applications to more equitably reach and enhance interactions with residents with diverse backgrounds
- RL 3b** Market Durham County as an equitable, thriving, and inclusive community for all residents and businesses
- RL 3c** Educate and assist County departments in the effective utilization of multimedia

**RL 4** Support efforts which ensure that Durham residents of all economic backgrounds have access to housing



- RL 4a** Develop strategies to partner with internal and external stakeholders to reduce housing insecurity by creating and preserving permanent workforce housing and supportive housing
- RL 4b** Identify funding and resources to reduce housing insecurity by creating and preserving permanent workforce housing and supportive housing





# HEALTHY & INCLUSIVE COMMUNITY

*Supporting equitable and inclusive health and well-being for all*

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**HI 1** Increase healthy outcomes and quality of life for residents



- HI 1a** Equip County staff with training, education, and resources to adapt and respond to health emergencies and needs for diverse communities
- HI 1b** Increase access to high quality mental and physical health services for the community
- HI 1c** Enhance systems for harm reduction related to substance and opioid misuse for residents
- HI 1d** Increase access to high quality prenatal and postpartum care for Black women

**HI 2** Increase equitable outcomes through County operations and services



- HI 2a** Collaborate with community stakeholders to increase equitable experiences, including enhancement of language access and County accessibility
- HI 2b** Conduct a County-wide equity assessment, and develop a plan to address inequities across Durham County government
- HI 2c** Partner with County staff on identifying, developing, and implementing best practices and systems to reach equitable outcomes

**HI 3** Expand and provide services that support residents across their entire lifespan



- HI 3a** Partner with community stakeholders to raise awareness of available services
- HI 3b** Expand access to services and ensure underserved populations benefit from opportunities for which they are eligible
- HI 3c** Implement technology to improve access to and efficiency of children and family well-being programs
- HI 3d** Promote social inclusion opportunities and support accessible and safe public spaces for older adults





# EMPOWERED COMMUNITY

*Empowering the community to enhance their opportunities to thrive*

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**EC 1 Offer and encourage access to tools, services, support groups, and educational opportunities for diverse communities**



- EC 1a** Strengthen partnerships with diverse internal and external agencies and service providers
- EC 1b** Increase equitable opportunities for life skills, technical training, and education
- EC 1c** Provide equitable services and support to marginalized communities, and groups including immigrants, refugees, and veterans
- EC 1d** Develop systems that decrease food insecurity in the County

**EC 2 Provide access to equitable opportunities for children and youth to learn and grow in different ways**



- EC 2a** Support early childhood development opportunities for all
- EC 2b** Identify barriers and promote access to services for children and youth in underserved communities
- EC 2c** Provide and promote high quality, equitable, and universal year-round educational enrichment and development opportunities to children and youth

**EC 3 Provide and promote economic opportunities for historically underutilized businesses (HUBs)**



- EC 3a** Increase the amount of goods and services acquired through HUB firms
- EC 3b** Expand access and opportunities for HUB firms
- EC 3c** Provide support, education, and resources to HUB firms and Minority and Women-Owned Business Enterprises (MWBEs) pursuing HUB certification





# SUSTAINABLE INFRASTRUCTURE & ENVIRONMENT

*Maintaining, protecting, and improving natural and built systems to support a sustainable community*

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**SI 1** Plan for long-term use of County land, facilities, and equipment



- SI 1a** Develop and implement a sustainable and equitable infrastructure plan
- SI 1b** Assess utilization and maintenance needs of current County facilities, equipment, and vehicles
- SI 1c** Create, maintain, and preserve vibrant, inclusive spaces in the County
- SI 1d** Implement a parking plan

**SI 2** Increase the physical security of the County



- SI 2a** Effectively implement a comprehensive security plan in County facilities
- SI 2b** Create systems to maintain secure and easily accessible records and inventories

**SI 3** Preserve and restore the natural and built environment



- SI 3a** Reduce greenhouse gas emissions in Durham County
- SI 3b** Increase community resilience to climate change
- SI 3c** Improve water quality through equitable and efficient use of resources and land protection
- SI 3d** Protect and restore natural resources, land, recreational, historical, and rural spaces



# SAFE & RESILIENT COMMUNITY

*Creating a community where all residents feel safe and can prosper*

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**SR 1** Increase equitable opportunities for youth to succeed in Durham



- SR 1a** Evaluate the needs of Durham youth, prioritizing diverse youth voices
- SR 1b** Identify opportunities to increase diverse youth engagement and a sense of belonging and connectedness in the community
- SR 1c** Develop youth-centered diversion strategies and programs that aim to intervene, prevent, and divert
- SR 1d** Collaborate with community partners to innovate youth-centered initiatives

**SR 2** Lessen the potential for harm and dangerous situations in the community



- SR 2a** Innovate and strengthen emergency response and prevention systems
- SR 2b** Implement a cooperative response plan that addresses non-violent mental health crises or quality of life concerns
- SR 2c** Expand current investments in addressing Substance Use Disorder and mental health needs in the community
- SR 2d** Implement cybersecurity solutions, services, and best practices to protect sensitive data and systems, and strengthen continuity of operations

**SR 3** Improve quality-of-life outcomes for justice-involved individuals



- SR 3a** Equitably invest in and increase restorative and wraparound services for employees and residents
- SR 3b** Acknowledge and highlight success stories in Durham's reentry initiatives





# FINANCIAL STEWARDSHIP

Collecting, funding, and managing resources for high quality service delivery

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**FS 1** Maintain a strong financial status with a variety of revenue sources



- FS 1a** Strategically align funding and investments with County priorities to improve organizational and community outcomes
- FS 1b** Develop a multi-year fiscal strategy that supports sound financial and risk management to maintain the County's creditworthiness
- FS 1c** Seek opportunities to diversify funding sources including grants and non-restrictive funding

**FS 2** Enhance internal financial services across the County



- FS 2a** Enhance communication and information sharing around the County's financial services
- FS 2b** Standardize continuity of operation strategies and training approaches
- FS 2c** Replace legacy enterprise resource planning (ERP) system to improve efficiency across all County business areas

**FS 3** Increase outreach around County finances and tax operations



- FS 3a** Expand accessible, customer-centered financial reporting
- FS 3b** Enhance promotion of tax relief programs to eligible populations





# HIGH PERFORMING ORGANIZATION

*Streamlining government processes and increasing trust with the community*

## Objectives (What are we going to accomplish?)

## Initiatives (How are we going to accomplish it?)

**HP 1** Create and improve policies and procedures that meet the organization's needs



- HP 1a** Create and implement a policy review committee
- HP 1b** Centralize all policies and standards of practice for ease of access
- HP 1c** Standardize a process for review and revision of Interlocal Agreements (ILAs), and Memorandums of Agreement and Understanding (MOA / MOU)
- HP 1d** Innovate and streamline County processes

**HP 2** Develop, retain, and recruit diverse, qualified, and knowledgeable staff



- HP 2a** Enhance development and cross-training efforts
- HP 2b** Equip employees with training and skills to improve performance
- HP 2c** Cross-develop and educate County leadership and staff on best practices in public service
- HP 2d** Cultivate an employee-centered culture focused on high employee morale

**HP 3** Create and maintain a culture where decisions are informed by data



- HP 3a** Increase data literacy of County staff and deploy business analytic tools and services to provide more actionable insights
- HP 3b** Create data governance policies and practices
- HP 3c** Modernize performance management systems and ensure departments track and report relevant data

**HP 4** Develop and publish content to show the public how County services are performing



- HP 4a** Implement a robust community engagement plan that is responsive to organizational and community needs
- HP 4b** Publish data and performance dashboards that allow for regular reporting and monitoring of information for the community
- HP 4c** Ensure Durham County elections are transparent, secure, equitable, and reliable



# DCo Forward 2029 Draft Handout (Front)



## DCO FORWARD 2029 DRAFT STRATEGIC PLAN AT A GLANCE



LEARN MORE ABOUT  
DCO FORWARD 2029  
[Dconc.gov/Strategy](https://Dconc.gov/Strategy)



### WHAT DRIVES US FORWARD?

#### Mission

Durham County cultivates responsible public service, vital for all residents to experience a high quality of life and amplify the diverse heritage of the community

#### Vision

Durham County is an empowered, vibrant, and sustainable community that provides equitable opportunities for all residents to live, grow, and thrive

#### Core Values

- Integrity
- Empathy
- Trust and Accountability
- Equitable Customer Experiences
- Belonging and Inclusion
- Teamwork and Collaboration

### WHAT ARE WE FOCUSED ON?



#### Regional Leadership

*Being a regional leader that improves the quality of life of residents*



#### Healthy & Inclusive Community

*Supporting equitable and inclusive health and well-being for all*



#### Empowered Community

*Empowering the community to enhance their opportunities to thrive*



#### Sustainable Infrastructure & Environment

*Maintaining, protecting, and improving natural and built systems to support a sustainable community*



#### Safe & Resilient Community

*Creating a community where all residents feel safe and can prosper*



#### Financial Stewardship

*Collecting, funding, and managing resources for high quality service delivery*



#### High Performing Organization








*Streamlining government processes and increasing trust with the community*



# DCo Forward 2029 Draft Handout (Back)

DCO FORWARD 2029  
DRAFT STRATEGIC PLAN AT A GLANCE



	WHAT ARE WE FOCUSED ON?	OBJECTIVES (GOALS)
	<b>Regional Leadership</b>	<ul style="list-style-type: none"> <li>RL 1: Connect Durham residents to good jobs and economic opportunities</li> <li>RL 2: Enhance access to different types of transportation in the region</li> <li>RL 3: Help County departments celebrate achievements and success stories</li> <li>RL 4: Support efforts which ensure that Durham residents of all economic backgrounds have access to housing</li> </ul>
	<b>Healthy &amp; Inclusive Community</b>	<ul style="list-style-type: none"> <li>HI 1: Increase healthy outcomes and quality of life for residents</li> <li>HI 2: Increase equitable outcomes through County operations and services</li> <li>HI 3: Expand and provide services that support residents across their entire lifespan</li> </ul>
	<b>Empowered Community</b>	<ul style="list-style-type: none"> <li>EC 1: Offer and encourage access to tools, services, support groups, and educational opportunities for diverse communities</li> <li>EC 2: Provide access to equitable opportunities for children and youth to learn and grow in different ways</li> <li>EC 3: Provide and promote economic opportunities for historically underutilized businesses (HUBs)</li> </ul>
	<b>Sustainable Infrastructure &amp; Environment</b>	<ul style="list-style-type: none"> <li>SI 1: Plan for long-term use of County land, facilities, and equipment</li> <li>SI 2: Increase the physical security of County facilities</li> <li>SI 3: Preserve and restore the natural and built environment</li> </ul>
	<b>Safe &amp; Resilient Community</b>	<ul style="list-style-type: none"> <li>SR 1: Increase equitable opportunities for youth to succeed in Durham</li> <li>SR 2: Lessen the potential for harm and dangerous situations in the community</li> <li>SR 3: Improve quality-of-life outcomes for justice-involved individuals</li> </ul>
	<b>Financial Stewardship</b>	<ul style="list-style-type: none"> <li>FS 1: Maintain a strong financial status with a variety of revenue sources</li> <li>FS 2: Enhance internal financial services across the County</li> <li>FS 3: Increase outreach around County finances and tax operations</li> </ul>
	<b>High Performing Organization</b>	<ul style="list-style-type: none"> <li>HP 1: Create and improve policies and procedures that meet the organization's needs</li> <li>HP 2: Develop, retain, and recruit diverse, qualified, and knowledgeable staff</li> <li>HP 3: Create and maintain a culture where decisions are informed by data</li> <li>HP 4: Develop and publish content to show the public how County services are performing</li> </ul>



Each Focus Area has high level goals that Durham County Government is working to address. For a deeper dive into the action-based initiatives scan below.



[Dconc.gov/Strategy](https://dconc.gov/Strategy)

Scan or visit to learn more about DCo Forward 2029



# Dco Forward 2029 – Next Steps

Anticipated June 24<sup>th</sup>  
**BOCC approval of plan**

**Plan  
Approval**

**Rollout**

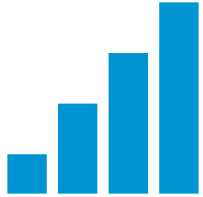
FY 24-25 Rollout of  
**Dco Forward 2029**

Development of **performance  
measures and business plans**  
in first half of FY25

**Performance  
Management**



# Performance Management and Business Plan Revamp



Ongoing analysis of  
**~700 legacy performance measures**



**Department business plan development** will help determine which measures carry over to  
**DCo Forward 2029**



Estimated publishing of new dashboards and refreshed business plans **by end of FY25**



DCo FORWARD 2029

Questions or Comments?

