



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



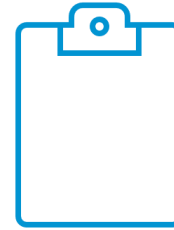
SWOT Exercises with County Departments

152 objectives (goals)
219 initiatives (action steps)



Durham County Employee Engagement

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

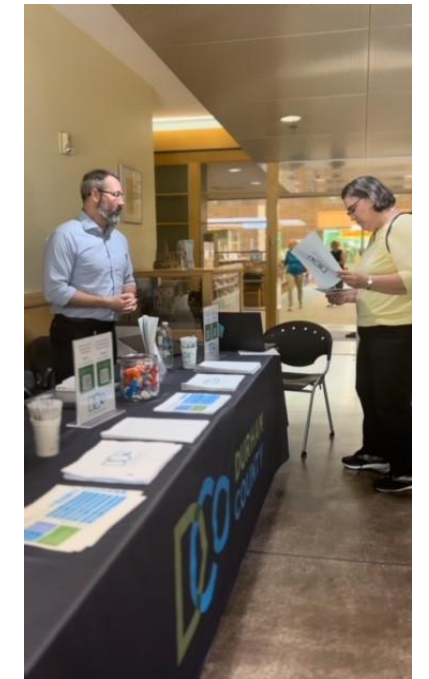
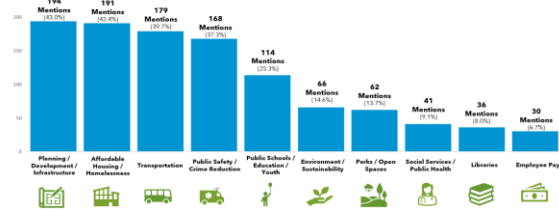


Durham County Resident Engagement

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 stakeholders and identify funding and resources to reduce housing insecurity
- RL 4b** Develop and maintain permanent workforce and supportive housing, along with other strategies that address diverse housing needs





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



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 24th
BOCC approval of plan

**Plan
Approval**

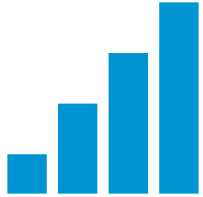
Rollout

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?

