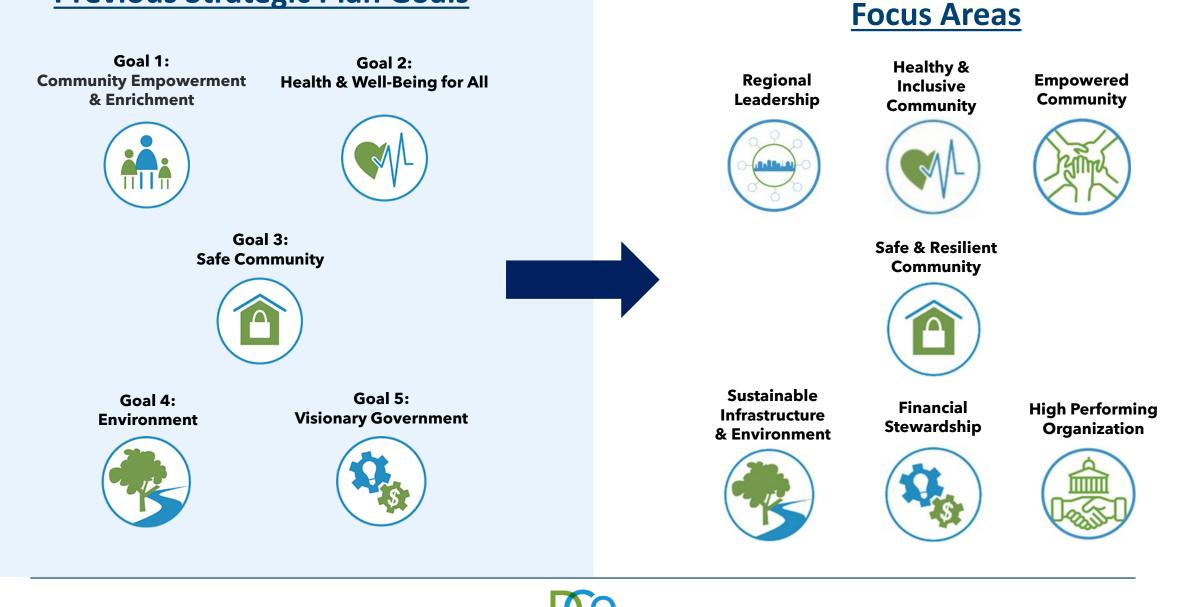


DCO FORWARD 2029

Draft Objectives and Initiatives – April 2024



Previous Strategic Plan Goals



Proposed DCo Forward 2029

Focus Areas at a Glance



FINANCIAL STEWARDSHIP

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



REGIONAL LEADERSHIP

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



SAFE & RESILIENT COMMUNITY Creating a community where all residents feel safe and can prosper



SUSTAINABLE INFRASTRUCTURE & ENVIRONMENT

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



EMPOWERED COMMUNITY

Empowering the community to enhance their opportunities to thrive



HEALTHY & INCLUSIVE COMMUNITY Supporting equitable and inclusive health and wellbeing for all



HIGH PERFORMING ORGANIZATION Streamlining government processes and increasing trust with the community



FINANCIAL STEWARDSHIP

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

Objectives (What are we going to accomplish?)

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

Initiatives (How are we going to accomplish it?)

FS 1a Fund strategic investments that 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 financial services across the County



Enhance communication and information sharing with internal and external customers

FS 2b Standardize continuity of operation strategies and training approaches

FS 3 Increase outreach around County finances and tax operations

FS FS

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

REGIONAL LEADERSHIP

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

Objectives (What are we going to accomplish?)

RL1 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

Support efforts which ensure that Durham

RL 4 residents of all economic backgrounds have access to housing

Initiatives (How are we going to accomplish it?)

RL1a Expand workforce development programming to connect more residents in Durham to entry-level career pathways

RL1b Recruit companies that share Durham County's strategic priorities and offer new jobs that include well-paying, entry-level career pathways

RL1c Support our small business ecosystem through connections to funding, technical assistance, and resources

Implement the Durham County Transit Plan through partnerships and collaboration focused on multi-modal options

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

RL 2b

RL 2a

RL 2c

and suburban areas

RL 3a

Increase accessibility of County services and communication platforms to more equitably reach residents with diverse backgrounds

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

Advocate for improvements to the safe and efficient movement of traffic



RL4b

Develop strategies to partner with internal and external stakeholders to reduce housing insecurity by creating and preserving permanent workforce housing and supportive housing

Identify funding and resources to reduce housing insecurity by creating and preserving permanent workforce housing and supportive housing



SAFE & RESILIENT COMMUNITY

Creating a community where all residents feel safe and can prosper

Objectives (What are we going to accomplish?)

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

Create happy, healthy, and safe places for **SR 2** residents and County employees

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

SR 1a Evaluate the needs of Durham youth, prioritizing diverse youth voices



- Identify opportunities to increase diverse youth engagement and a sense of belonging and connectedness in the community
- Develop youth-centered diversion strategies and programs that aim to intervene, SR 1c prevent, and divert
- SR 1d Collaborate with community partners to innovate youth-centered initiatives
- Collaborate with the community and external partners to innovate and SR 2a strengthen emergency and crisis response systems
- SR 2b Acknowledge and highlight success stories in Durham's reentry initiatives
- Expand current investments in addressing Substance Use Disorder and mental SR 2c health needs in the community for equitable intervention
- SR 2d Lessen employee and resident risk of harm

SR 3

Improve quality-of-life outcomes for justiceinvolved individuals



health crises or quality of life concerns Equitably invest in and increase restorative and wraparound services for employees and residents

Implement a cooperative response plan that addresses non-violent mental



SUSTAINABLE INFRASTRUCTURE & ENVIRONMENT

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

Objectives (What are we going to accomplish?)

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

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

SI 1a Develop and implement a sustainable and equitable infrastructure plan



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

SI 2c Develop and implement ADA, language access, and accessibility plans to support diverse needs

- 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, and rural spaces



EC 3

EMPOWERED COMMUNITY

Empowering the community to enhance their opportunities to thrive

Objectives (What are we going to accomplish?)

Offer and encourage access to educational

EC 1 tools, services, and support groups for diverse communities

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

Provide and promote economic opportunities for historically underutilized businesses

Initiatives (How are we going to accomplish it?)

- 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 2a Support early childhood development opportunities for all



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 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 MWBEs pursuing HUB certification



HEALTHY & INCLUSIVE COMMUNITY

Supporting equitable and inclusive health and well-being for all

Objectives (What are we going to accomplish?)

Increase equitable healthy outcomes and **HI 1** quality of life for all

Increase equitable outcomes through County HI 2 operations and services

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



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

Equip County staff with training, education, and resources to adapt and respond to HI 1a health emergencies and needs for diverse communities Increase equitable access to high quality mental and physical health services for all HI 1b residents and County staff Enhance systems for harm reduction related to substance and opioid misuse for all HI 1c communities HI 1d Increase access to high quality prenatal and postpartum care for Black women HI 2a Collaborate with community stakeholders to increase equitable experiences Develop a plan and address inequities across Durham County government HI 2b Partner with County staff on identifying, developing, and implementing best HI 2c practices and systems to reach equitable outcomes Conduct a County-wide equity assessment to identify organizational gaps HI 2d Partner with community stakeholders to raise awareness of available services HI 3a Expand access to services and ensure underserved populations benefit from HI 3b opportunities for which they are eligible Implement technology to improve access to and efficiency of children and family HI 3c well-being programs Promote social inclusion opportunities and support accessible and safe public HI 3d spaces for older adults



HIGH PERFORMING ORGANIZATION

Streamlining government processes and increasing trust with the community

Objectives (What are we going to accomplish?)

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

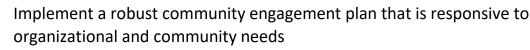
HP 3 Create and maintain a culture where decisions are informed by data

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



Initiatives (How are we going to accomplish it?)

- HP 1a Create and implement a policy review committee
- **HP 1b** Centralize all policies and standards of practice for ease of access
 - HP 1cStandardize a process for review and revision of Interlocal Agreements
(ILAs), and Memorandums of Agreement and Understanding (MOA / MOU)
 - 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 3a Increase data literacy of County staff
 - HP 3b Create data governance policies and practices
 - HP 3c Modernize performance management systems and ensure departments track and report relevant data



Publish data and performance dashboards that allow for regular reporting and monitoring of information for the community

