



## DCO FORWARD 2029

**Draft Objectives and Initiatives – April 2024**



# 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**



# 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 well-being 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?)

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

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



- 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



- FS 2a** 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 3a** Expand accessible, customer-centered financial reporting
- FS 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?)

## 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 services and communication platforms to more equitably reach 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





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



- SR 2a Collaborate with the community and external partners to innovate and strengthen emergency and crisis response systems
- SR 2b Acknowledge and highlight success stories in Durham's reentry initiatives
- SR 2c Expand current investments in addressing Substance Use Disorder and mental 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 justice-involved individuals



- SR 3a Implement a cooperative response plan that addresses non-violent mental health crises or quality of life concerns
- SR 3b Equitably invest in and increase restorative and wraparound services for employees and residents



# 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 County facilities



- 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 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, and rural spaces



# 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 educational tools, services, and support groups 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**



- 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?)

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

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



- 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 equitable access to high quality mental and physical health services for all residents and County staff
- HI 1c Enhance systems for harm reduction related to substance and opioid misuse for all communities
- 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
- HI 2b Develop a plan and 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 2d Conduct a County-wide equity assessment to identify organizational gaps

**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





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



- 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

**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