



DCo FORWARD 2029

WELCOME!



OSP Outreach Informing Draft Objectives, To-Date



Consultations with County Leadership

External Consultant Interviews with BOCC and ELT
Feedback from BOCC 11/20/23 Policy Retreat
Individual and Group ELT Feedback Meetings
Feedback from BOCC 2/5/24 Work Session
Additional individual and Group ELT Feedback Meetings
1:1 BOCC meetings
Additional follow up with Departments and ELT



SWOT Exercises with County Departments

152 objectives (goals)
219 initiatives (action steps)



Durham County Employee Survey

480 responses (~25% of employees)

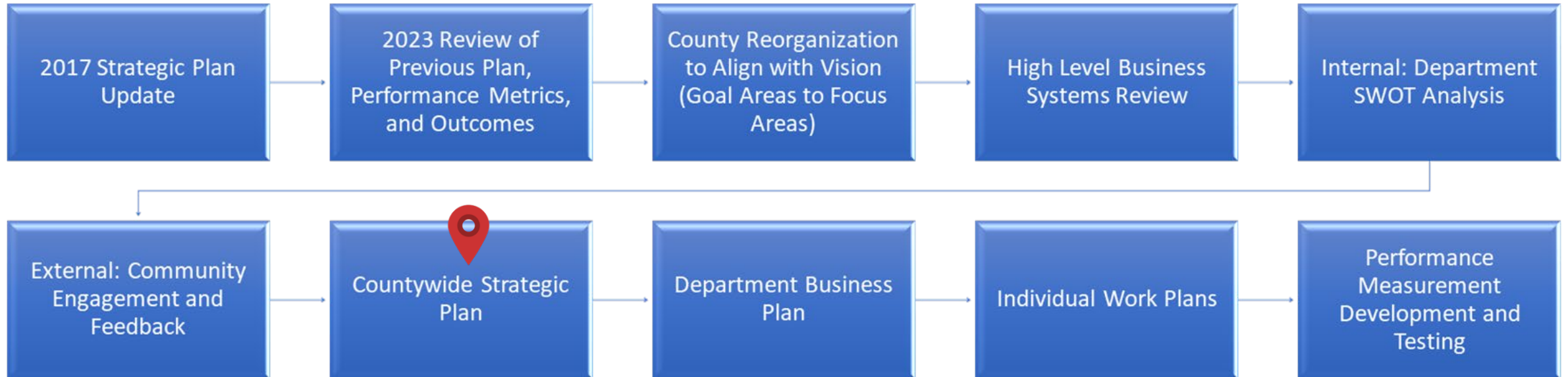


Durham County Resident Engagement

505 survey responses between November '23 – January '24
2 virtual community events held in early April

Strategic Planning Process & Timeline

Next updates to BOCC:
April/May Individual Review and June Work Session



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



Provide Feedback Now or Later!



Employee feedback form (case sensitive)

<https://bit.ly/OSPEMP>



DCo Forward 2029 Employee Feedback Collection

The purpose of this form is to collect employee feedback as we finalize Durham County's new strategic plan, **DCo Forward 2029**, for adoption by the Board of County Commissioners in June. If you have additional feedback or questions beyond this form, please feel free to e-mail our team at Strategy@dconc.gov!

Thank you and we greatly appreciate your thoughts!

* Required

Click to view the focus areas, objectives, and initiatives referenced below:

<https://www.dconc.gov/home/showdocument?id=40943&t=638494725514190683>

1. Department *

Enter your answer

2. Please answer the following based on the **Financial Stewardship** focus area:

	Disagree	Not Sure	Agree
These objectives are clear and understandable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
These objectives are achievable in the next five	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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

SR2 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

Draft Strategic Plan Handout

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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?

	Healthy & Inclusive Community	<i>Supporting equitable and inclusive health and well-being for all</i>
	Empowered Community	<i>Empowering the community to enhance their opportunities to thrive</i>
	Regional Leadership	<i>Being a regional leader that improves the quality of life of residents</i>
	Safe & Resilient Community	<i>Creating a community where all residents feel safe and can prosper</i>
	Sustainable Infrastructure & Environment	<i>Maintaining, protecting, and improving natural and built systems to support a sustainable community</i>
	High Performing Organization	<i>Streamlining government processes and increasing trust with the community</i>
	Financial Stewardship	<i>Collecting, funding, and managing resources for high quality service delivery</i>

DCO FORWARD 2029
DRAFT STRATEGIC PLAN AT A GLANCE

WHAT ARE WE FOCUSED ON?

OBJECTIVES (GOALS)

	Healthy & Inclusive Community	<p>HI 1: Increase equitable healthy outcomes and quality of life for all</p> <p>HI 2: Increase equitable outcomes through County operations and services</p> <p>HI 3: Expand and provide services that support residents across their entire lifespan</p>
	Empowered Community	<p>EC 1: Offer and encourage access to educational tools, services, and support groups for diverse communities</p> <p>EC 2: Provide access to equitable opportunities for children and youth to learn and grow in different ways</p> <p>EC 3: Provide and promote economic opportunities for historically underutilized businesses</p>
	Regional Leadership	<p>RL 1: Connect Durham residents to good jobs and economic opportunities</p> <p>RL 2: Enhance access to different types of transportation in the region</p> <p>RL 3: Help County departments celebrate achievements and success stories</p> <p>RL 4: Support efforts which ensure that Durham residents of all economic backgrounds have access to housing</p>
	Safe & Resilient Community	<p>SR 1: Increase equitable opportunities for youth to succeed in Durham</p> <p>SR 2: Create happy, healthy, and safe places for residents and County employees</p> <p>SR 3: Improve quality-of-life outcomes for justice-involved individuals</p>
	Sustainable Infrastructure & Environment	<p>SI 1: Plan for long-term use of County land, facilities, and equipment</p> <p>SI 2: Increase the physical security of County facilities</p> <p>SI 3: Preserve and restore the natural and built environment</p>
	High Performing Organization	<p>HP 1: Create and improve policies and procedures that meet the organization's needs</p> <p>HP 2: Develop, retain, and recruit diverse, qualified, and knowledgeable staff</p> <p>HP 3: Create and maintain a culture where decisions are informed by data</p> <p>HP 4: Develop and publish content to show the public how County services are performing</p>
	Financial Stewardship	<p>FS 1: Maintain a strong financial status with a variety of revenue sources</p> <p>FS 2: Enhance financial services across the County</p> <p>FS 3: Increase outreach around County finances and tax operations</p>

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



D_{Co} Forward 2029: Next Steps



Forums with the Community and Employees

- Aim to equitably reach diverse communities in-person
- Virtual and in-person opportunities for employees week of 4/22



Performance Management

- OSP May retreat and analysis of current 200+ measures
- Refine action-oriented initiatives with departments / ensure feasibility of initiatives
- Pre-planning for new Performance Management program (summer development)



Durham County Employee and Resident Feedback Form

- Opportunity to comment on the strategic plan for those who can't make engagement events



D_{Co} FORWARD 2029

D_{Co} Forward 2029 Final Approval

- Final plan presented to BOCC at June 3rd work session
- Approval at June 24th regular session with July 1st implementation



Questions or Feedback in the Future?



E-mail the team at Strategy@dconc.gov



Visit us in the Innovation Lab -
2nd floor of Admin I



Fill out the employee feedback form –
<https://bit.ly/OSPEMP>

