DCo FORWARD 2029

Draft Strategic Plan – Resident Engagement

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
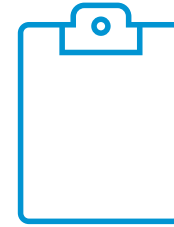1:1 BOCC meetings
Multiple meetings between OSP and ELT

SWOT Exercises with County Departments
152 objectives (goals)
219 initiatives (action steps)

Durham County Employee Engagement
480 survey responses (~**25%** of employees)
2 engagement events with **~120** attendees

Durham County Resident Engagement
505 survey responses
2 virtual community events
2 in-person events

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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

Current Vision Statement

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

Current Core Values

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

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

Recommended Vision Statement

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

Recommended Core Values

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

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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
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

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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

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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 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, 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 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

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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 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

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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	Maintain a culture with 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

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