

DURHAM COUNTY STRATEGIC PLAN

2017 UPDATE



A Refreshed Plan for the Future

Change remains the constant in Durham County. Whether it is with the County's dynamic workforce or across a diverse community of residents or with regards to an ever-evolving landscape of buildings, organizations, businesses and institutions, Durham continues to change. Within our organization, we've intentionally focused on creating positive organizational and service change, with continuous improvement as a guiding principle.

Since our first Strategic Plan was adopted in Spring 2012, County leadership has implemented the Managing for Results (MFR) change management model. Combined, the Strategic Plan and MFR define the changes that the County hopes to achieve. We are proud of these needed evolutions and advancements, and we eagerly look to the future.

The Durham County Strategic Plan will help the organization plan for the future, whatever it brings. This time around, County leadership and staff have been more intentional about developing a document that truly connects the work of our 27 departments to overarching goals, objectives and strategies. This time around, with Managing for Results as the County's change management model, performance measurement is better integrated into how the organization plans and provides services. Those performance measures will help us continually make improvements and investments based on what the data tell us. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching strategies, embraces collaboration.

This 2017-2021 Durham County Strategic Plan, like the first document from 2012, is a dynamic guiding vehicle for the organization. It will be updated each year through the County's annual operating budget process. And it will serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for whatever the future brings. Durham County is a passionate, growing community of employees and residents. We look forward to continuing to serve you, the community, and to working with you as residents to help us address the challenges and opportunities ahead.

Wendell M. Davis, County Manager

Wendy Jacobs, Chair; James Hill, Vice Chair; Heidi Carter, Brenda Howerton and Ellen Reckhow
Durham Board of County Commissioners



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MISSION, VISION AND CORE VALUES

In a few words, Durham County's mission, vision and core values distill the organization's purpose and aspirations. All of these elements support the County's commitment to provide excellent services to residents as they strive to have safe, healthy and prosperous lives.

OUR MISSION

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

OUR VISION

Durham County is a thriving, vibrant and diverse community with abundant opportunity for all residents to live, work, learn, play and grow.

OUR CORE VALUES

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

WE ARE "DEE-CO": ABOUT DURHAM COUNTY GOVERNMENT

Durham County Government (or DCo, pronounced "dee-co") is a dynamic organization, roughly 2,000 people strong. The County spans 27 different departments and almost 100 program service areas that impact and support the lives of residents. From economic development to human services to enrichment and education to public safety and law enforcement, there is little in local public life that Durham County does not touch.

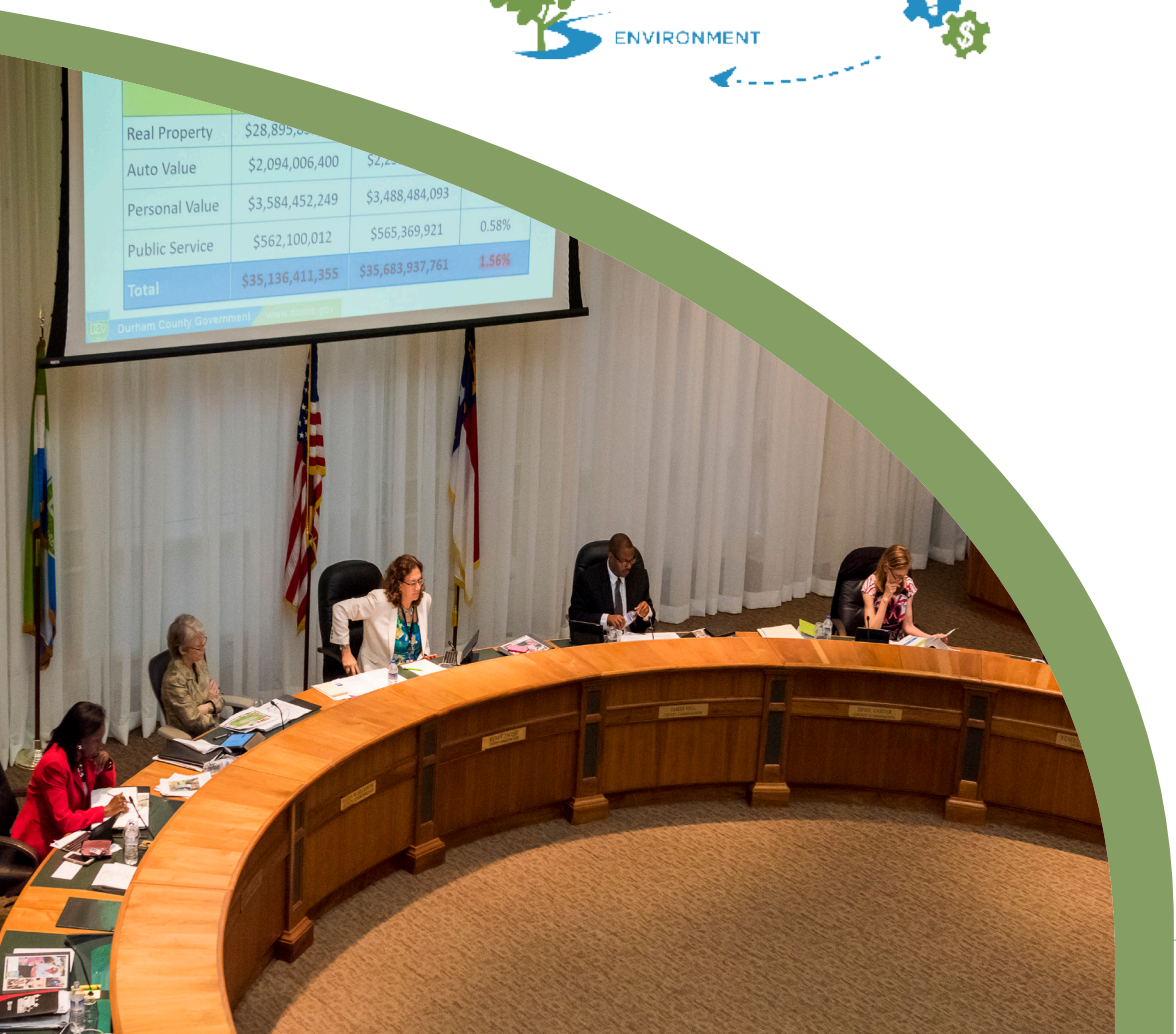
County Departments:

- Board of Commissioners
- Board of Elections
- Budget and Management Services
- City-County Geographic Information Systems
- City-County Inspections
- City-County Planning
- Clerk to the Board
- Cooperative Extension
- County Attorney
- County Manager
- Criminal Justice Resource Center
- Emergency Medical Services
- Engineering and Environmental Services
- Finance
- Fire Marshal and Emergency Management
- General Services
- Human Resources
- Information Services & Technology
- Internal Audit
- Library
- Public Health
- Register of Deeds
- Sheriff's Office
- Social Services
- Soil and Water Conservation District
- Tax Administration
- Veteran Services
- Youth Home

In 2016, Durham County reorganized its management structure to align responsibility and accountability to implement the Strategic Plan and achieve its objectives. Now, five General Managers oversee departmental portfolios that align closely with the five Strategic Plan goals. Structurally, this is an opportunity for Durham County to operationalize the Strategic Plan.

MANAGING FOR RESULTS: DURHAM COUNTY'S CHANGE MANAGEMENT MODEL

When Durham County approved its first Strategic Plan in 2012, the document – while creating a strong framework of goals and objectives – lacked a system of support behind it. In 2014, the County adopted a full change management model called Managing for Results (MFR). MFR is a systems approach to governmental performance, change and accountability that helps the organization plan strategically and operationally, budget for the outcomes it desires, manage service delivery to achieve those outcomes and evaluate continuously in order to learn, tweak and improve. Four elements support MFR with a foundation of exceptional customer service: effective communications and stakeholder engagement, effective partnerships and collaboration, results-focused leadership and governance, and core values and a high-performance culture. Managing for Results and the Strategic Plan are truly linked: Durham County sees MFR as the “engine” under the hood moving the organization forward, and the Strategic Plan is the “road map” crafted by leadership to move the County in the right direction.



AT A GLANCE:

550 Employees

Inclusion and outreach were top priorities in this process: County leaders and goal teams reached about 550 employees through targeted efforts to listen and learn more about what is working within the organization, what can be improved and how that can be achieved.

COMMUNITY AND EMPLOYEE ENGAGEMENT

Intentional resident and employee engagement was an overriding value for the 2016-2017 Strategic Plan refresh process. County leadership began the process with a different guiding principle: to take the conversation to the community, rather than having the community come to County government. There was an intentional focus on bringing discussions to population groups that may have been under-engaged in the past. Some examples included millennials, citizens 55 years of age and older, the Hispanic community and residents outside the city limits. Productive meetings were held with 17 groups throughout the community, including El Centro Hispano, Bahama Ruritan Club and Friends of Durham. The County also worked to develop a new model of community engagement aimed specifically at millennials. Nearly 400 members of this age group were engaged via social media, one-on-one encounters and several small and large events. The County also sought public feedback through online community forums. In general, these efforts were well received and have yielded improved relationships with the larger community. Additionally, Durham County worked with the City of Durham to conduct its second annual Resident Satisfaction Survey. This collaborative effort will continue to provide scientifically valid resident opinion data to County leadership, enabling the County to track public opinion year to year.

The County also bolstered employee engagement for this refresh process. For the first Strategic Plan in 2012, a single cross-departmental staff team of about 15 employees served as the primary authors of the document. This time around, County executives led five staff teams – one for each strategic goal – which pulled in more departments and more perspectives. County leaders and goal teams also reached employees through surveys, staff forums and conversations in offices.

All this input – from residents and employees alike – was compiled and shared with strategic planning teams as they shaped and molded the document.

STRATEGIC PLAN IMPLEMENTATION AND CONTINUOUS IMPROVEMENT

This 2017-2021 Strategic Plan is a four-year living document for the organization. Leadership and staff will remain focused on the measurable objectives and strategies that drive each strategic goal. Those measures will be tracked and reported online for any resident, visitor or employee to see through a public-facing dashboard. Additionally, each County department will complete an operational plan that will link to the Strategic Plan. Meanwhile, each budget year, the Strategic Plan will be reviewed and initiatives will be identified to help make impacts in targeted strategies. By tracking performance metrics, studying those measures to improve service delivery and annually revisiting the Strategic Plan, the County will remain focused on continuous improvement, with the end goal of providing the highest possible value to residents.



GOAL 1: COMMUNITY EMPOWERMENT AND ENRICHMENT



Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

The Community Empowerment and Enrichment goal focuses on Durham County's efforts to uplift individuals, households and families regardless of their circumstance, composition or aspirations. The County pursues this goal by helping residents find opportunities to achieve success for themselves and their families. This goal relies heavily on collaborative efforts and clear, trusting communication between Durham County, its partners and its residents. One key area of this goal highlights the County's continued investments in and concern for the publicly-funded institutions providing early childhood, K-12 and post-secondary education. Durham County plans significant new investments in high-quality preschool so that all Durham children and youth have a stronger chance to succeed. In addition to pushing greater coordination and emphasis on the birth-to-8 continuum, Durham County continues to prioritize high K-12 funding levels for students receiving a public education. For decades, Durham County has stayed among the top five county governments in local funding per student in K-12 public education. These investments occur with an ultimate goal of achieving successful educational outcomes for all students receiving a publicly funded K-12 education.

The County also is committed to strengthening Durham through expanded and creative workforce development programs and supports, especially for historically difficult-to-employ populations. In addition to pursuing enlightened hiring and personnel policies internally, Durham County wishes to expand its work through both governmental and non-governmental institutions to help its residents see, train for and successfully move into rewarding, living-wage careers. Ongoing partnerships with Durham Public Schools, Durham Technical Community College, the Durham Workforce Development Board, NC Works and Made in Durham are vital to community success in this area. Durham County further seeks to provide expanded opportunities for historically underutilized businesses by supporting greater recruitment, development and contracting with Minority and Women-Owned Businesses.

Durham County supports a growing population of senior citizens and at-risk groups through departments such as Social Services, Veterans Services and the Criminal Justice Resource Center. Such services work with individuals and families to prevent and address the wide range of forces disrupting their lives and to help them quickly get back on their feet after a destabilizing event. Community partnerships with strong local institutions such as Urban Ministries of Durham and the Durham Center for Senior Life further help Durham County serve other vulnerable populations. Other nonprofits bolster efforts to strengthen literacy, promote affordable housing and enhance public transit. Durham County recognizes that a vibrant and diverse cultural environment is critical to making Durham a great place to live. By supporting the arts, appearance and other place-making endeavors, Durham can maintain and build upon the richness that has made it a desired destination for residents and visitors alike.

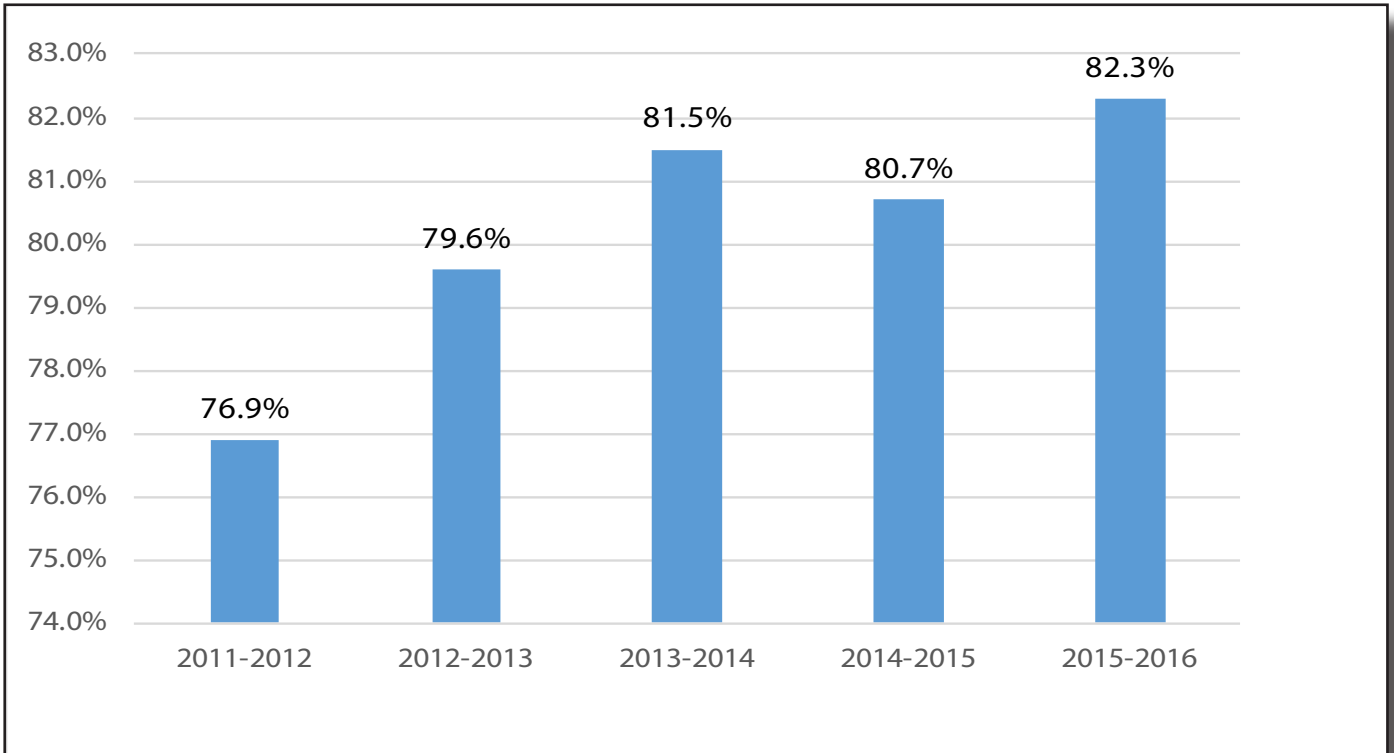
Goal 1 Community Indicators:

- DPS high school / four-year graduation rate
- Percentage of population living in poverty (also a Goal 2 community indicator)
- Local unemployment rate
- Percentage of households spending more than 30 percent of household income on housing



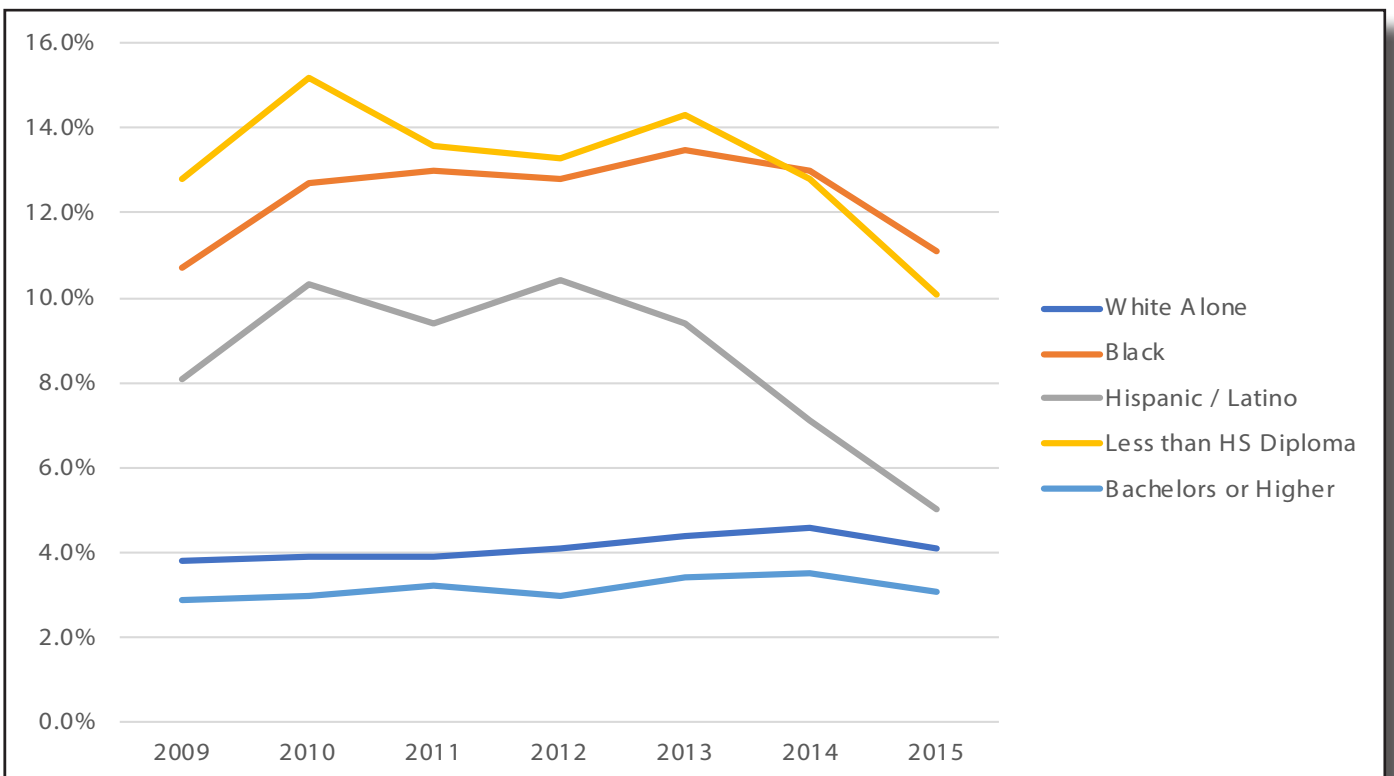
COMMUNITY EMPOWERMENT AND ENRICHMENT

High School Graduation Rate



Source: N.C. Department of Public Instruction

Unemployment Rates for Durham County



Source: N.C. Department of Commerce



COMMUNITY EMPOWERMENT AND ENRICHMENT



Objective 1.1: Education – Provide and support learning and enrichment opportunities that support educational achievement and life success

Durham County has valued and capitalized on the education of its residents from its inception. The County has historically supported its institutions of public education more generously than most of its peers. Education-related bond referenda receive strong support, and local survey results show public education as an area of substantial concern and the area deserving most emphasis over the next two years. The County continues to build on these commitments through a wide range of learning and enrichment strategies.

Measure: Percentage of high school students who are college and career ready

- Strategy 1.1A: Early Childhood Education – Provide support for children from birth–5 with early childhood educational outreach programming and services
 - o Measure: Percentage of low-income birth–5 year-olds in publicly subsidized high-quality child care or pre-K
 - o Measure: Percentage of students showing age-appropriate readiness when entering kindergarten
- Strategy 1.1B: K-12 Education – Support Durham Public Schools (DPS) and the Board of Education to ensure a successful K-12 educational system through local public and charter schools
 - o Measure: Percentage of DPS elementary and middle school students proficient on end-of-grade testing in Reading, Math and Science
 - o Measure: Percentage of DPS 3rd graders scoring proficient on end-of-grade reading test
- Strategy 1.1C: Youth Enrichment – Provide youth and adolescent enrichment programs
 - o Measure: Total youth served by non-DPS enrichment programs (at or supported by the County)
 - o Measure: Total Durham County dollars spent on non-DPS youth enrichment programs (at or supported by the County)



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.2: Workforce Development – Strengthen the workforce by supporting the provision of effective education, training and workforce supports, particularly for hard-to-employ groups

Durham County, like any progressive community, must consider the strength of its workforce and how its residents are prepared to succeed in a rapidly changing economy. The County supports educational efforts for the very young all the way up to Durham’s senior citizens with a wide range of learning opportunities, extending beyond traditional classroom settings to vocational, experiential and service learning. The County works directly and through community partnerships to support diverse workforce development programs, from youth entrepreneurship to green jobs preparation to adult retraining. The County also prioritizes skills training for people who historically have had difficulty finding and keeping living wage jobs. By seeking to identify and break down barriers, including access to transportation and criminal history, the County is focused on ensuring that the community’s resurgence is realized equitably.

Measure: Percentage of DSS Work First and Criminal Justice Resource Center work program participants that secure employment upon program completion

Measure: Percentage of Durham Workforce Development Board-supported training program participants who gain employment in that field within six months of completing training

- Strategy 1.2A: Lifelong Learning – Provide and support lifelong learning opportunities for adults
 - o Measure: Total number of individuals completing an associate’s degree, diploma and/or certificate at Durham Technical Community College
 - o Measure: Number of individuals that participate in adult education programs run or funded by the County
- Strategy 1.2B: Jobs and Career Support – Provide support and resources for residents seeking job opportunities
 - o Measure: Number of DSS Work First program participants
- Strategy 1.2C: Workforce Development Opportunities Within Government – Support in-house training and job opportunities
 - o Measure: Number of internships and other temporary, training-style positions at the County (by type, including those targeted at the hard to employ)
 - o Measure: Percentage of County contracts that are with Minority and Women-Owned Businesses



COMMUNITY EMPOWERMENT AND ENRICHMENT



Objective 1.3: Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity

Durham County wants to help everyone find opportunities to achieve their full potential while recognizing that success looks different to every individual and household. The County has placed special emphasis on supporting at-risk populations such as the homeless and those who first need help meeting basic needs like stable housing and food. The County administers direct assistance, outreach and enrichment programs designed to inform and equip residents with tools to achieve family success.

Measure: Annual number of Durham County residents experiencing homelessness

Measure: Median family income in Durham County

- Strategy 1.3A: Resources and Training – Support family success by increasing awareness, access to resources and training
 - o Measure: Total number of individuals/families served by Cooperative Extension resource and training programs
 - o Measure: Total number of individuals/families served by Library resource and training programs
- Strategy 1.3B: Case Management and Benefits – Support household prosperity by providing case management and access to benefits
 - o Measure: Number of residents accessing DSS services and resources for the first time
 - o Measure: Percentage of DSS emergency services clients who utilized services more than once in the previous fiscal year
 - o Measure: Percentage of eligible applicants served through DSS child care subsidy
- Strategy 1.3C: Care and Protection – Protect vulnerable adults and children
 - o Measure: Number of unduplicated overnight users of Urban Ministries of Durham shelter
 - o Measure: Percentage of adults served by Adult Protective Services with no further maltreatment within 12 months
 - o Measure: Percentage of children removed from family placed back with family members that face no further incidents within 12 months
- Strategy 1.3D: Affordable Housing – Facilitate workforce housing efforts along Durham’s light rail corridor
 - o Measure: Number of workforce housing partnerships supported or facilitated by the County
 - o Measure: Percentage of light rail station areas with at least 15 percent of units affordable to households earning below 80 percent of median family income for Durham County



COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.4: Cultural Opportunities – Foster a strong, diverse, artistic and cultural environment

Durham County understands that cultural opportunities not only lead to an increased sense of community and a better understanding of the world, but they also are powerful economic drivers that spur local growth and make the community a more attractive place to live, visit and do business. The Durham Convention and Visitors Bureau estimates that up to 12 percent of Durham's economic activity is connected to cultural enrichment assets like museums and historic sites. Durham County Library is the primary cultural enrichment institution within County government, providing resources such as the North Carolina Collection as well as a wide range of programs for all ages. Durham County also supports cultural opportunities through partnerships with a broad range of community organizations.

Measure: Number of unique Library visitors per year

- Strategy 1.4A: Library Services – Provide for cultural enrichment and diversity through library services, programming and collections
 - o Measure: Number of attendees of Library cultural events
 - o Measure: Total number of participants in Hispanic outreach programs hosted by the Library
- Strategy 1.4B: Cultural Nonprofits – Fund direct provision of diverse arts and culture programming through nonprofits in the community
 - o Measure: Total number of attendees at cultural events held across Durham annually

GOAL 2: HEALTH AND WELL-BEING FOR ALL



Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

The Health and Well-being for All goal takes a comprehensive view of health, in keeping with the World Health Organization's definition of health as a "state of complete physical, mental, and social wellbeing, and not merely the absence of disease or infirmity." Durham County recognizes the significance of health and well-being not only in the resources it allocates and cross-sector collaboration it encourages, but also in a publicly displayed statement on the votive wall of the Durham County Human Services Building: "Durham's vitality is built upon the health of our residents and the capacity of our community to foster and enhance the well-being of every citizen." The County acknowledges that individual behaviors, disease and injury contribute to health and well-being, but also understands that social, political, cultural and historical factors such as education, poverty, housing and inequities must be addressed to improve health. The County and its partners must commit to understanding the root causes of these differences – factors like history, institutional power and discriminatory policies – without penalizing, judging or blaming those who are adversely impacted. Durham County historically provides significant funding for health and human services – comprising 22 percent of the FY16-17 annual budget – through County government programs and nonprofit organizations that support this strategic goal.

Average life expectancy is a key health indicator, and in Durham it can vary considerably depending on race and geographic location. In the most recently reported trend data from 2013 to 2015, total average life expectancy for Durham County residents was 79.8 years, but the racial breakdown showed life expectancy for whites as 82.0 while for African Americans it was 76.7. While Durham County's average life expectancy is 1.6 years higher than the state average, the County's average life expectancy by zip code can differ by as many as 11 years, from 75 years in 27701 to 86 years in 27517. Meanwhile, key metrics at the beginning and toward the end of the lifespan tell important stories about Durham County's health and opportunities to find improvements. For example, infant mortality is generally viewed as a window to the health of a community. In 2015, Durham County's infant mortality rate was nearly three times higher for African Americans than for whites. Durham County also is challenged to care for and be responsive to its growing aging population. From 2010 to 2015, U.S. Census estimates show the percentage of the total population in Durham County that is 65 and older grew from 9.8 percent to 11.5 percent of the population. By 2035, it is estimated that 19 percent of Durham's population will be over 65 years old.

In pursuing this goal, the County will have to consider and plan for many other current and emerging issues of considerable community concern. These issues include the opioid abuse epidemic, toxic stress, adverse childhood experiences and mental health issues. Meanwhile, the County must examine factors that are outside of its control but will nonetheless impact the future of this strategic goal. Those factors include the future of the Affordable Care Act, Medicare and Medicaid reform, other health and health-related laws and policies and the economy. These County departments are actively engaged in the work of health and well-being for all: Public Health, Social Services, Cooperative Extension, the Sheriff's Office and the Criminal Justice Resource Center. Critical community partners include the City of Durham, Duke Health, Lincoln Community Health Center, community health care providers, Alliance Behavioral Healthcare, Durham Public Schools, faith-based organizations, employers and nonprofit organizations such as United Way of the Greater Triangle.

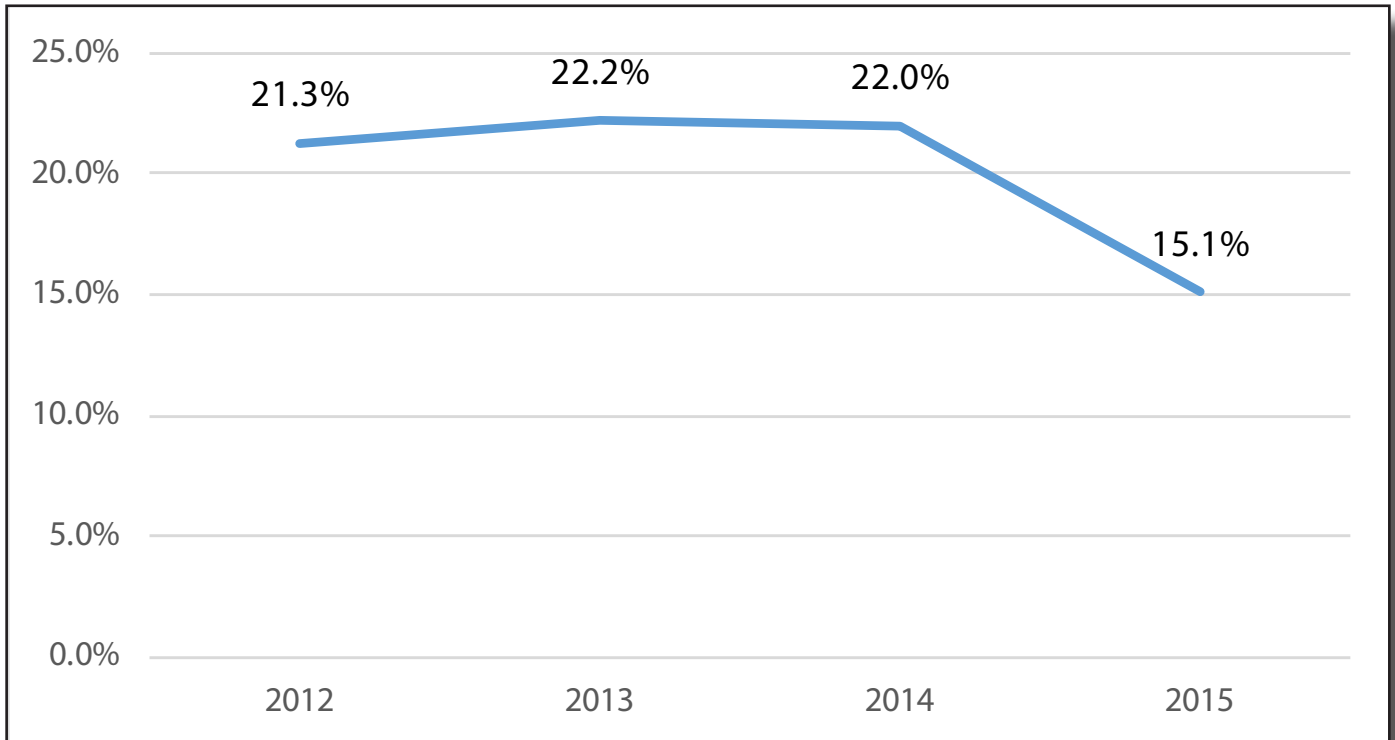
Goal 2 Community Indicators:

- Percentage of population living in poverty (also a Goal 1 community indicator)
- Percentage of uninsured adults and children
- Infant mortality rates by race/ethnicity
- Drug overdose death rate



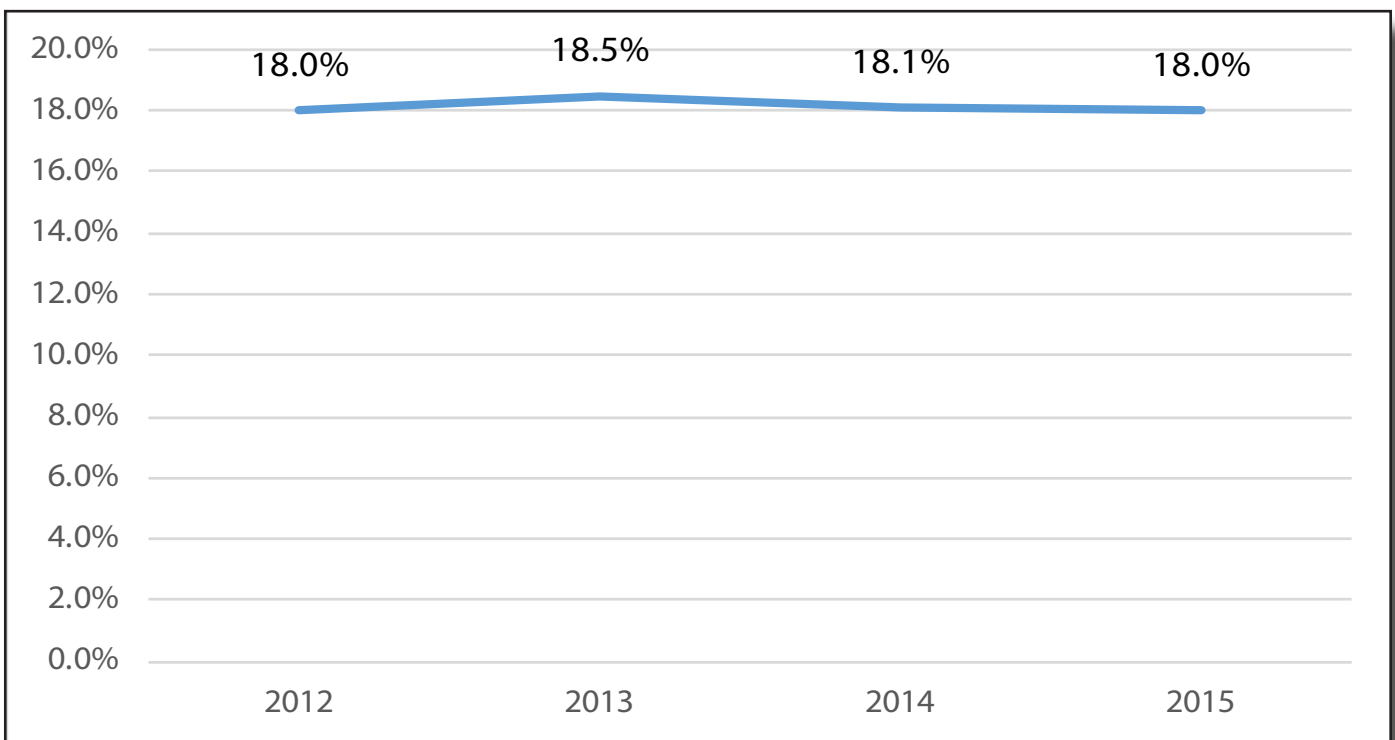
HEALTH AND WELL-BEING FOR ALL

Percentage of Uninsured Adults and Children



Source: U.S. Census

Percentage of Population Living in Poverty



Source: U.S. Census



HEALTH AND WELL-BEING FOR ALL



Objective 2.1: Healthy Lives – Increase the number of healthy years that residents live

Durham County wants to ensure all of its residents reach their maximum lifespan. Social determinants of health like income, education, ethnicity and race all impact health status and number of years lived. The County invests in programs, policies and initiatives aimed at reducing violence, providing health care, managing chronic illness and creating access to a network of services that help people out of crisis and into stable lives. This objective provides health education, addresses the leading causes of poor health and premature death, implements policies and interventions to reduce health disparities, increases access to affordable and quality health services and supports a more seamless system of services for people in crisis or in jail to help them return to healthy lives more quickly. Healthy workforces also are critical, which is why the County invests in a robust employee wellness plan.

Measure: Average number of years lived by race/ethnicity and income

- Strategy 2.1A: Healthy Lives Programming – Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence
 - Measure: Morbidity/mortality rates for the top causes of injury/death (cancer, diseases of the heart, cerebrovascular disease, chronic lower respiratory disease, Alzheimer’s disease and homicide)
- Strategy 2.1B: Access to Care – Ensure access to affordable, appropriate and quality physical and behavioral health services
 - Measure: Percentage of people with a problem getting the health care needed personally or for someone in their household within the past 12 months
- Strategy 2.1C: Health Education – Provide education that promotes individual health across the life cycle
 - Measure: Number of individuals reached through evidence-based educational programs
 - Measure: Percentage of women receiving prenatal care in first trimester
- Strategy 2.1D: Health Disparities – Implement policies and interventions to reduce health disparities
 - Measure: Percentage of adults with diabetes in Durham County
- Strategy 2.1E: Interfaces with Mental Health, EMS and Criminal Justice – Work toward a more seamless system of services that touch people in crisis or in jail to help them gain stability, recover and return to healthy lives more quickly
 - Measure: Percentage of detainees released from jail that keep their first scheduled mental health appointment
- Strategy 2.1F: Employee Health – Promote employee wellness and health
 - Measure: Percentage of employees who reduce or maintain their number of health risk factors from the previous year



HEALTH AND WELL-BEING FOR ALL

Objective 2.2: Healthy Community – Increase the quality of life in Durham County

Durham County should be a place in which all communities enable residents from birth to seniors to have a good quality of life with access to healthy food, clean water and environments that encourage physical activity. Fifty percent of an individual's health can be attributed to social and economic factors and physical environment. Therefore, neighborhoods with features such as public transportation, bike lanes and sidewalks, affordable housing and grocery stores with fresh produce within a mile radius all make it easier for residents of all ages to lead healthier lives. This objective promotes healthy choices being easy choices by ensuring the safety of food and water for County residents and making policy, system and built environment changes such as eliminating food deserts. Age-friendly communities allow older residents to maintain active lives and age in place.

Measure: AARP Livability Index rating

- Strategy 2.2A: Environmental Health – Ensure the safety of food and water
 - Measure: Number of food and lodging reinspections performed annually
- Strategy 2.2B: Healthy Choices – Impact social determinants of health by making healthy choices easy choices through policy, system and built environment changes such as safe, affordable housing, safe places to exercise and the elimination of food deserts
 - Measure: Robert Wood Johnson Foundation food environment index
- Strategy 2.2C: Age-Friendly Communities – Ensure an age-friendly community so everyone from birth to seniors can live well in Durham
 - Measure: Health score in AARP Livability Index rating



HEALTH AND WELL-BEING FOR ALL



Objective 2.3: Healthy Children and Youth – Support the optimal growth and development of children and youth

Durham County recognizes that children thrive when they have access to health care, high-quality education programs and a supportive family environment. When children have safe, stable homes free from abuse and neglect, they are able to focus on learning. Healthy children are not just developed at home but also at school. Enhancing school wellness programs that promote healthy behaviors and ensure the availability of school nurses help lay the groundwork for a successful future. Research shows that healthy children perform better in school. This objective focuses on prevention and intervention programs for children most at risk for poor health outcomes by providing behavioral health and human services. Collaborating across sectors and building partnerships help leverage resources and reach larger segments of the population.

Measure: Number of children living below the federal poverty level

- Strategy 2.3A: Prevention and Intervention – Support prevention and early intervention programs for children and youth most at risk by providing or contracting for behavioral health and human services
 - Measure: Percentage of age appropriately vaccinated 2-year-olds
 - Measure: Percentage of children screened for adverse childhood experiences
- Strategy 2.3B: Education Partnerships – Build partnerships with local education systems to enhance their health and wellness programs
 - Measure: Number of established memoranda of understanding with education partners





GOAL 3: SAFE COMMUNITY

Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

The Safe Community goal seeks to ensure that essential criminal justice and public safety services are provided to residents in a collaborative and coordinated approach. Operationally, Durham County fulfills these safety and security services through law enforcement, emergency medical services, fire prevention and suppression, detention services, criminal justice services, emergency management services and child and adult protective services. This refreshed plan emphasizes the role a fair and accessible criminal justice system plays in creating a safe community.

Durham is a caring and compassionate community that seeks to provide a safe environment while also improving life outcomes for those who have been involved in the criminal justice system. Well-trained first responder professionals are vital to the County's success, and collaborative and supportive relationships with the City of Durham, other governmental agencies, nonprofits, faith communities, education and health care partners also play a critical role. The County's services and programs in this goal area range from planning and responding to emergency events to supporting individuals involved in the criminal justice system. This holistic, forward-thinking approach sets Durham apart from many other communities in North Carolina.

As Durham plans for the future, several key trends need to be highlighted and addressed in order to ensure a safe community. For example, the County must continue to maintain service levels even as population continues to grow at a rate of 1.6 percent annually, according to the City-County Planning Department. The County also has had to combat the opioid epidemic, recording 337 calls between July 2015 and December 2016 in which EMS responders had to administer the antidote Narcan, according to EMS data. In 2014 alone, the County responded to 15 cases that involved opiate-related deaths. Meanwhile, the County continues to work steadfastly to reduce the average daily jail population, seeing that figure drop 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

Goal 3 Community Indicators:

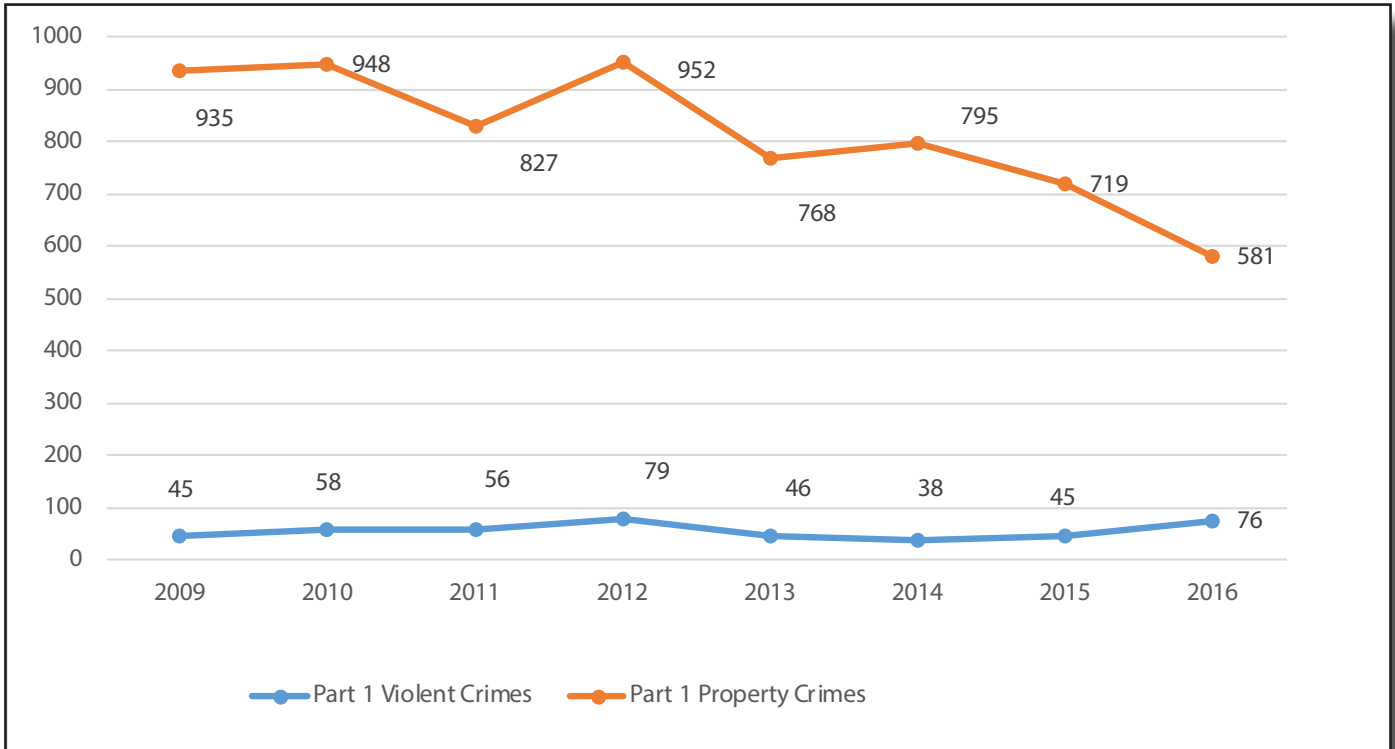
- Part 1 Crime rate for unincorporated Durham County (violent and property crime)
- Percentage of residents that reported that they feel very safe or safe (day/night in neighborhood), according to the Resident Satisfaction Survey
- Number of residents involved in the criminal justice system
- ISO Insurance Ratings for each fire department





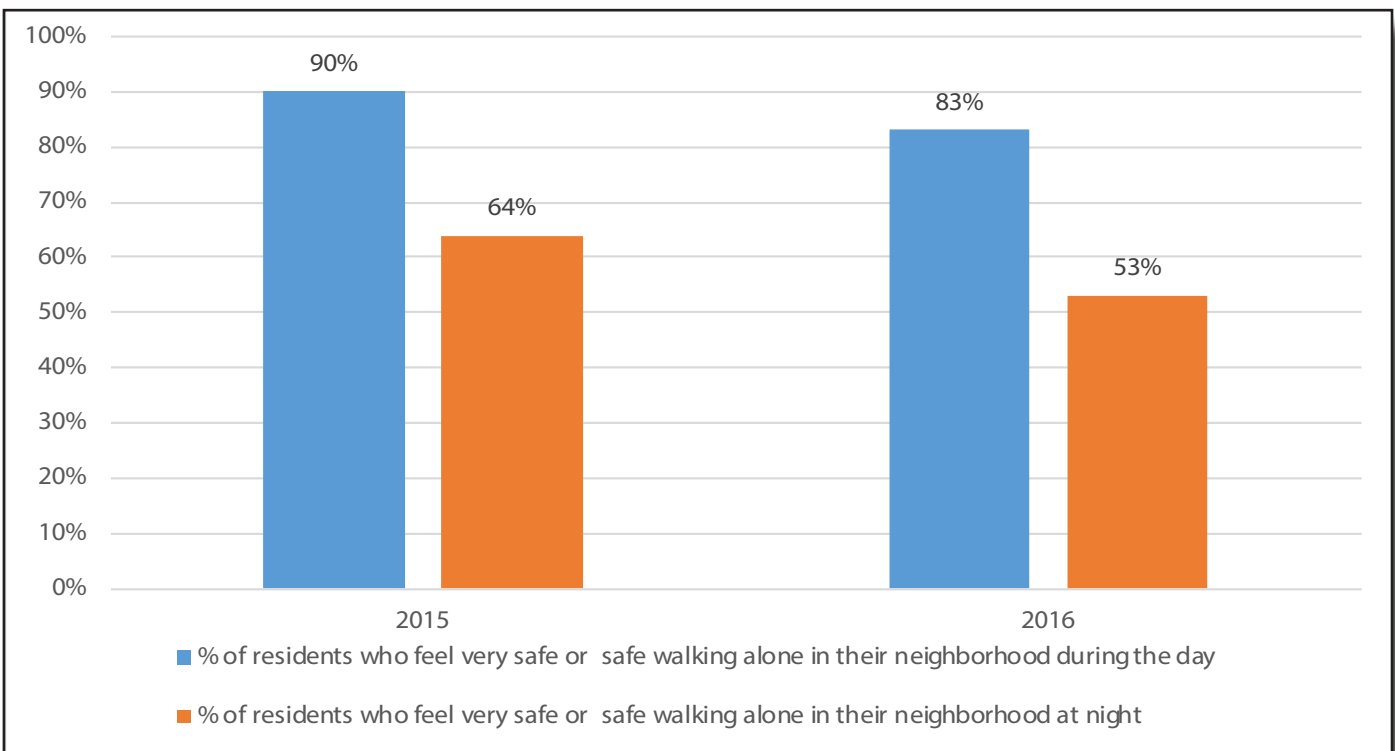
SAFE COMMUNITY

Unincorporated Durham County Part 1 Crimes



Source: Durham County Sheriff's Office

Resident Perception of Safety in Their Neighborhood



Source: City-County Resident Satisfaction Survey



SAFE COMMUNITY



Objective 3.1: Emergency Response Services – Increase safety and security throughout the community by responding to emergency crisis situations

Durham County's core public safety services – the Sheriff's Office, EMS, Social Services and Fire & Rescue – respond to emergency crisis situations. Durham currently has some of the higher violent crime and property crime rates in the state. Despite those figures, in a recent Resident Satisfaction Survey 83 percent of residents reported feeling safe or very safe in their neighborhood during the day. This objective focuses on coordinating services, ensuring necessary infrastructure to provide timely responses and building strong relationships with the Durham community.

Measure: Percentage of residents who feel safe or very safe in Durham overall, according to the Resident Satisfaction Survey

- Strategy 3.1A: Timely Service – Provide timely emergency response services in collaboration with public safety partners
 - Measure: Percentage of emergency responses meeting the established response time standards
- Strategy 3.1B: Infrastructure – Develop and implement a more rigorous and concentrated strategy for providing and maintaining essential public safety infrastructure
 - Measure: Percentage of projects delivered on time and within budget
- Strategy 3.1C: Agency Collaboration – Strengthen collaborative planning and preparation with public safety stakeholders to promote coordinated and efficient emergency services
 - Measure: Percentage of Durham County public safety personnel who have completed National Incident Management System (NIMS) training
- Strategy 3.1D: Community Relationships – Build stronger relationships with the Durham community
 - Measure: Percentage of residents who are satisfied or very satisfied with EMS services, Sheriff protection, Animal Control and Fire protection, according to the Resident Satisfaction Survey



SAFE COMMUNITY

Objective 3.2: Criminal Justice Services – Improve life outcomes for people involved in the criminal justice system

Durham County's criminal justice services provide pretrial and reentry services and support local court services to improve life outcomes for people currently involved in the criminal justice system. As many peer counties struggle with increasing jail populations, innovations and strategic investments such as the youth misdemeanor diversion and pretrial services programs have resulted in Durham County's average daily jail population (per 100,000 residents) decreasing 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

Measure: Percentage of Criminal Justice Resource Center participants with successful program completion

- Strategy 3.2A: Court Services Partners – Enhance Durham's ability to work with court services partners in order to provide fair and equitable criminal justice services
 - o Measure: Average daily jail population by year
 - o Measure: Average daily jail population per 100,000 residents
- Strategy 3.2B: Diversion and Reentry – Increase Durham's ability to provide effective diversion and reentry services
 - o Measure: Number of persons served by diversion and reentry services annually
 - o Measure: Percentage of Reentry Substance Use Disorder Services graduates not rearrested within 12 months of program completion



SAFE COMMUNITY



Objective 3.3: Prevention Services – Reduce the number of people entering and involved with the criminal justice system

Durham County, in an effort to reduce crime and improve community outcomes, works with key partners to make strategic investments in programs like youth misdemeanor diversion and Bull City United, an anti-violence initiative, in order to help prevent individuals from entering the criminal justice system. Additionally, Durham County continues to work with stakeholders to ensure appropriate trainings and interventions are used to prevent those who are involved in the criminal justice system from getting further involved with the system.

Measure: Number of justice-involved youth (ages 11-24) per 100,000 population served by Durham County-funded services

- Strategy 3.3A: Coordinated Intervention – Increase Durham County’s capacity to offer effective and coordinated intervention services
 - Measure: Percentage of youth who do not have a new adjudication in the 12 months following program completion
 - Measure: Number of persons (ages 11-24) booked at Youth Home and Durham County Detention Facility
 - Measure: Percentage of Part 1 Violent Crimes where either the suspect or victim was a validated gang member and where a firearm was used
- Strategy 3.3B: Coordinated Prevention – Increase Durham County’s capacity to offer effective and coordinated prevention services
 - Measure: Percentage of child protective services clients with no further maltreatment within 12 months
 - Measure: Percentage of adult protective services clients with no further maltreatment within 12 months



SAFE COMMUNITY

Objective 3.4: Emergency Management Services – Enhance Durham’s ability to decrease harmful impacts of emergency events on people and property

Durham County emergency management services is a shared function with the City of Durham to prevent, protect from, respond to, recover from and mitigate emergency events and their impact on people and property. Investment in this area has increased by 46 percent between FY15-16 and FY16-17. Meanwhile, the County reorganized the department to provide more effective and efficient emergency management services, thus providing better coordinated planning and training with stakeholders.

Measure: Percentage of emergency management accreditation requirements completed

- Strategy 3.4A: Emergency Prevention, Mitigation and Recovery – Improve Durham’s ability to prevent, mitigate and recover from emergency events in collaboration with community partners
 - Measure: Dollar value of property damage from emergency events
- Strategy 3.4B: Emergency Communication – Increase Durham’s ability to communicate timely emergency information to the community
 - Measure: Percentage of households that are signed up to receive emergency Alert Durham notifications



SAFE COMMUNITY



Objective 3.5: Community Services – Increase residents’ ability to help themselves and others be safe and secure

Durham County encourages all stakeholders to work together collectively and to communicate together openly. A safe community requires participation and engagement by all Durham residents in partnership with public safety agencies. Key focus areas include increased positive engagement between public safety agencies and residents and greater community safety education, including fire prevention efforts.

Measure: Percentage of cardiac arrest calls where bystander CPR is performed prior to first responder arrival

Measure: Percentage of Community Emergency Response Team (CERT) members meeting training growth target

- Strategy 3.5A: Public Safety Awareness – Improve and increase community and employee awareness of existing public safety services
 - Measure: Number of unique visitors to Durham County Public Safety agency websites
- Strategy 3.5B: Public Safety Engagement – Expand public safety community engagement
 - Measure: Number of community events attended
 - Measure: Number of Durham County fire inspections performed annually
- Strategy 3.5C: Community Response – Increase the community’s capacity to respond to individual crisis events through public education
 - Measure: Number of Community Emergency Response Teams
 - Measure: Number of Community Emergency Response Team members trained in CPR



GOAL 4: ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

The Environmental Stewardship and Community Prosperity goal is dedicated to fostering a high quality of life for the community through a clean environment and diversified economic opportunities. The County provides progressive utility, stormwater, open space and sustainability programs to protect and enhance its natural resources. Additionally, the County offers a range of environmental education programs to increase community awareness, knowledge and participation in efforts to maintain, protect and improve natural resources and open space. Economically, Durham County continues to be home to a strong talent pool of knowledge-based workers, as evident by 45.8 percent of the County's population holding a bachelor's degree or higher in 2015. According to U.S. News & World Report, Durham and neighboring communities are recognized as one of the best places to live in the United States. Additionally, Durham is home to the Research Triangle Park, one of the most prominent high-tech research areas in the country, and a thriving startup culture, as evidenced by the American Underground, which CNBC dubbed the "Startup Capital of the South." These accolades and qualities will help the County in its efforts to increase the percentage of residents who rate the community as a good or excellent place to live.

Key strengths in this goal area include the County's efforts to promote smart growth by providing high-quality public infrastructure, such as utility systems, Soil & Water Conservation, energy conservation and Open Space programs. Another notable example of the County's commitment to smart growth principles is evidenced in the recent advancement of the Durham-Orange Light Rail project. The County also continues to demonstrate its commitment to a high-quality built environment by creating strong policy standards such as Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. With projected population growth of more than 30 percent from 2010 to 2020 in the Triangle region, according to the North Carolina Office of State Budget and Management, Durham County will need to continue participating in regional planning efforts for transportation and other regional growth coordination initiatives in order to maintain a high quality of life for both existing and new residents. The County also will continue its practice of engaging in key relationships with strategic partners to advance this goal area.

Durham County is cognizant of several key external factors and trends that may impact efforts to address the goal of environmental stewardship and community prosperity. These factors include the slowing growth of Durham's local revenue base combined with significant external uncertainties such as the legislative/regulatory landscape at the federal and state levels. Additionally, significant population growth in the County and region continue to place increasing demands on the County's services portfolio. Other key factors that will impact the County include workforce/educational preparedness, challenges related to public education system outcomes and climate change implications.

Goal 4 Community Indicators:

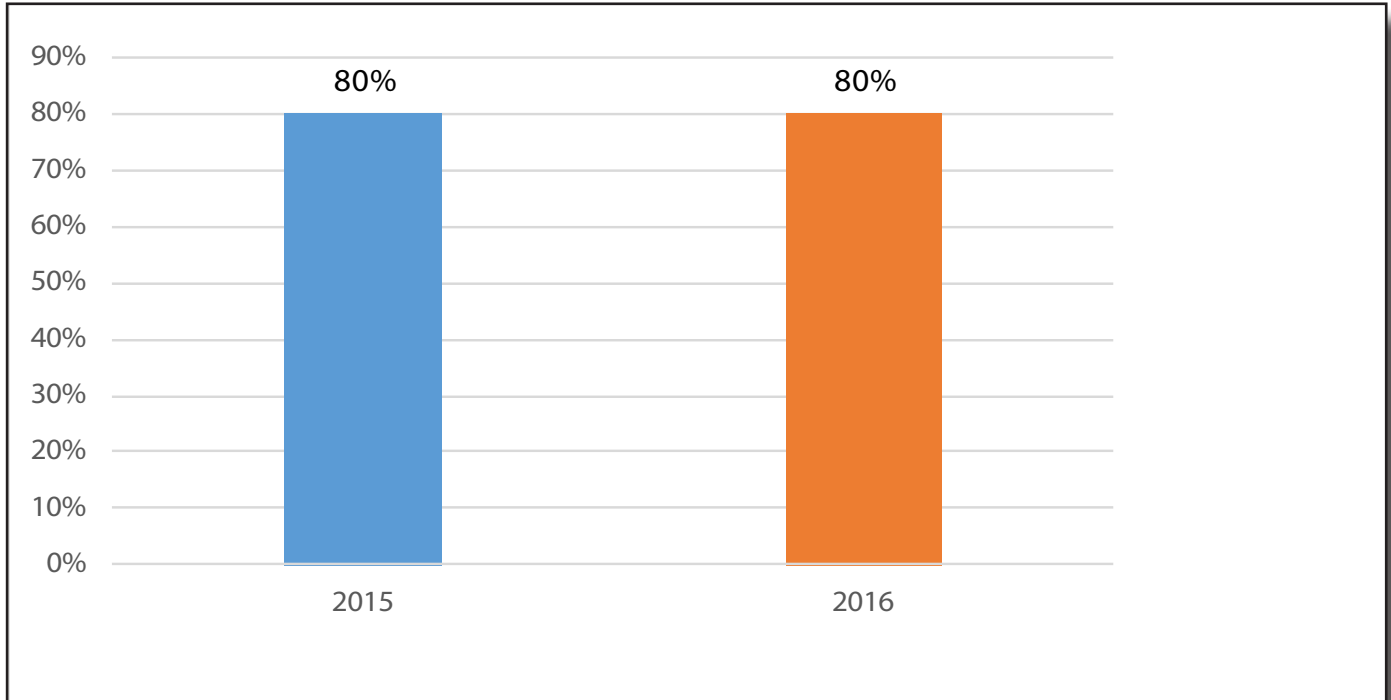
- Percentage of residents who rated the community as good or excellent as a place to live, according to the Resident Satisfaction Survey
- Employment growth





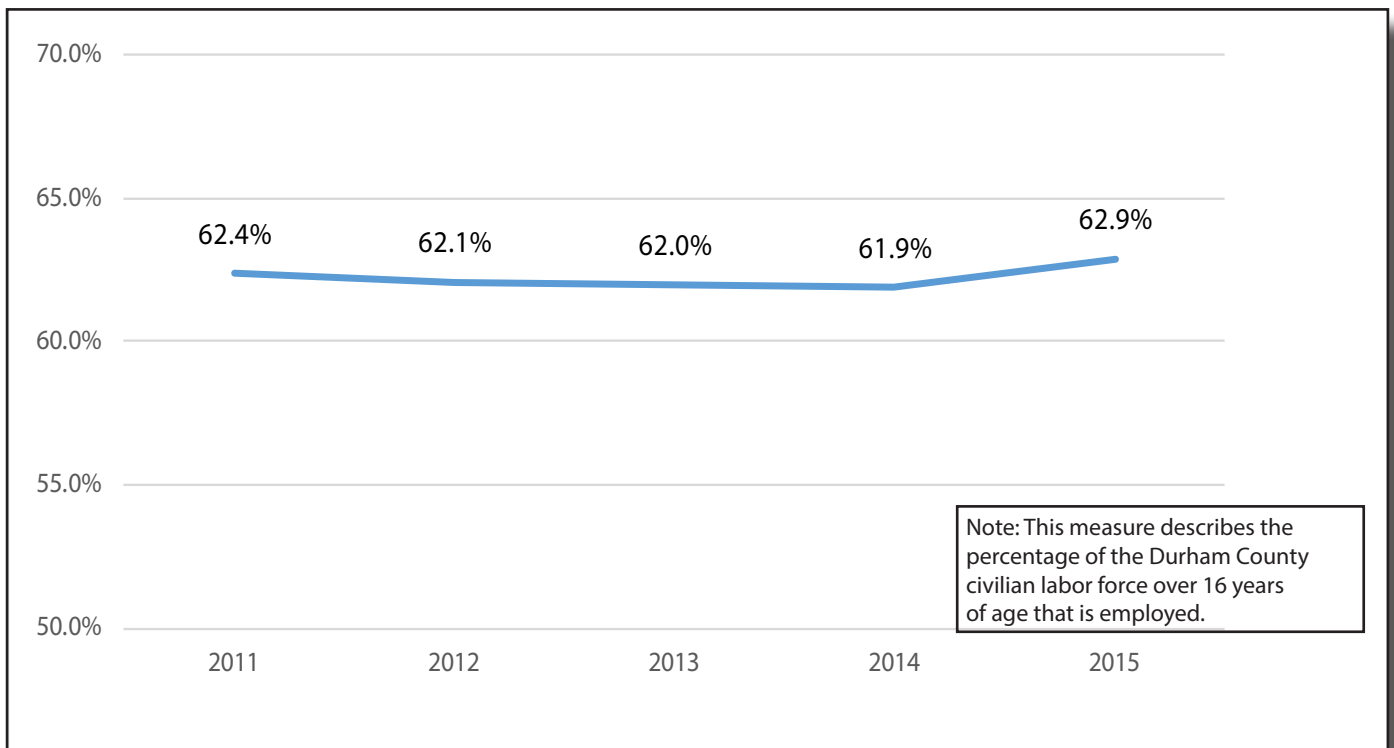
ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Percentage of Residents Who Rated the Community as a Good or Excellent Place to Live



Source: City-County Resident Satisfaction Survey

Employment Growth



Source: U.S. Census



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Objective 4.1: Natural Resource Stewardship and Protection – Protect and steward natural resources through comprehensive compliance and educational programs

Durham County is dedicated to setting and meeting strict environmental standards for natural resources like water, air, land and open space. The County protects water resources by providing high-quality water/sewer/reclaimed water utilities, watershed protection, floodplain administration, soil and water conservation programs and enforcement of local erosion and stormwater ordinances. While the County does not have a large impact on the region's overall air quality, it does model environmental stewardship by setting strong internal policy standards through Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. Lastly, this objective aims to protect and preserve Durham County's open spaces and rural character by implementing County Open Space Corridor Plans to protect identified lands, natural resources and waterways.

Measure: Percentage of County environmental indicators showing positive response

- Strategy 4.1A: Water Quality – Maintain, protect and improve water quality
 - Measure: Net number of Durham streams removed from EPA Impaired Waters 303(d) list
- Strategy 4.1B: Air and Land Quality – Maintain, protect and improve natural resources such as air and recreational lands
 - Measure: Number of Air Quality Action Days
- Strategy 4.1C: Open Space Preservation – Protect open space and preserve rural character
 - Measure: Number of total acres of open space and farmland that have been protected/influenced by Durham County



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

Objective 4.2: Community Prosperity – Promote and support the community and economic vitality for all residents of Durham County

Durham County, as part of its efforts to support community vitality, promotes local economic development by actively recruiting and incentivizing employers to locate and remain in the community. This promotes job creation, creates key community investments and increases economic activity within the County. With expected population growth continuing in the Triangle, the County will continue to participate in regional planning partnerships to encourage smart growth. The County also continues to support the community's long-standing history of agricultural economic development by providing programmatic assistance to Durham County farmers.

Measure: Annual percentage increase in overall tax base

Measure: Net job growth

- Strategy 4.2A: Economic Development Support – Actively recruit and incentivize employers consistent with the Durham County economic development plan
 - Measure: Total number of announced and retained jobs tied to Durham County incentives
- Strategy 4.2B: Support agricultural economic development in Durham
 - Measure: Total acres enrolled in the Durham farmland Voluntary Agricultural District (VAD) program
- Strategy 4.2C: Regional Planning – Participate in smart growth practices and support regional planning partnerships to promote high quality of life for all
 - Measure: Percentage of residents who are satisfied or very satisfied with the quality of life in Durham, according to the Resident Satisfaction Survey



ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Objective 4.3: Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth and quality development for all residents of Durham County

Durham County provides responsive and efficient development and community services through the joint City-County Planning and Inspections departments, the County's Register of Deeds department, the County's Engineering and Environmental Services department and the City-County Geographic Information Systems (GIS) department. The joint City-County Planning and Inspections departments provide efficient and customer-service friendly development review processes. The joint City-County Development Services Center provides a centralized point of contact for residents seeking development-related information and support. The Durham County Register of Deeds maintains all vital records and provides expedient documentation for the community. The Durham County Engineering and Environmental Services department provides high-quality public infrastructure through the provision of advanced water/sewer/reclaimed water utilities, management of capital improvement projects, real estate services, Sustainability programs and Open Space preservation, while the City-County GIS department provides technical support via provision of data analysis and visualization services.

Measure: Percentage of residents satisfied or very satisfied with the overall management of development and growth of Durham, according to the Resident Satisfaction Survey

- Strategy 4.3A: Development Review – Provide an efficient and customer-friendly development review process
 - Measure: Percentage of development review applications successfully completed within scheduled period
- Strategy 4.3B: Vital Records – Maintain vital records to provide accurate and expedient documentation for Durham County community
 - Measure: Total number of vital records transactions
- Strategy 4.3C: Public Infrastructure – Provide high-quality public infrastructure to facilitate and support provision of outstanding County services
 - Measure: Percentage of Capital Improvement Plan (CIP) projects delivered within budget



GOAL 5: ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

The Accountable, Efficient and Visionary Government goal is about maximizing the County's performance, transparency and fiscal stewardship. For more than 20 years, Durham County has developed and refined the financial goals necessary to be awarded a Triple A bond rating, a designation attained by only 69 counties in the United States and only six of North Carolina's 100 counties. Such long-term recognition shows an ongoing commitment by Durham County to be an accountable and efficient government. Yet, the realities of managing increased expenditure pressures, declines in certain revenue streams, potential legislative actions that decrease revenues available to local governments and other incremental policy changes continue to increase stress on Durham County's financial course. These factors prompt the need for visionary government.

More than 70 percent of Durham County's budget relies on property and sales taxes. For decades, Durham County's natural property tax base has grown annually, yet in recent years, the growth has been at a slower pace. For example, in FY07-08, the natural property tax base growth rate was 5 percent, but the projected FY17-18 growth is estimated at only 1.56 percent. Sales taxes have suffered similar declines due to legislative changes in how tax dollars are distributed to counties, increased online sales and impacts from overall state and regional economic factors. For the last 13 fiscal years, overall sales tax growth totaled 4 percent. For FY17-18, sales tax revenues grew 2.53 percent. Slower economic growth patterns are the new fiscal norm facing not only Durham County, but many communities across the nation. Although the County faces slower growth in key revenues, the population continues to grow at the rate of 1.6 percent annually, according to the City-County Planning Department. This trend is projected to continue for the foreseeable future, making it imperative to take a strategic approach to managing both finances and services and also making it more challenging to maintain the Triple A bond rating. Meanwhile, 60 percent of residents are satisfied with County services, according to 2016 survey data. This rating is significantly higher than the national benchmark of 45 percent. Although this rating is high, Durham County aspires to continually improve and attain even higher levels of satisfaction.

The North Carolina Office of State Budget and Management projects overall growth in the Research Triangle area to exceed 30 percent between 2010 and 2020. Such pressures are forcing Durham County to evaluate operational approaches to providing internal and external services on an ongoing basis so that the goal of a continually accountable, efficient and visionary government is an expectation as much as an aspiration. Durham County's long-term viability rests on the strategic and measured resource allocations made to support the community. Amid constrained budgets, an influx of new residents and demands for increased services and accountability, Durham County must make every effort to bolster responsiveness, engagement and communication with external and internal customers. Durham County will focus efforts to attract, recruit and retain a talented and diverse workforce and continue to promote and enhance sound fiscal, operational and technology systems. In addition, Durham County will foster an organizational culture that promotes continuous innovation, operational effectiveness, process improvement and accountability – key principles anchoring the County's Managing for Results change management model, in which data and performance indicators provide organizational accountability and efficiency guidance to support a clear vision for current and future resource allocation.

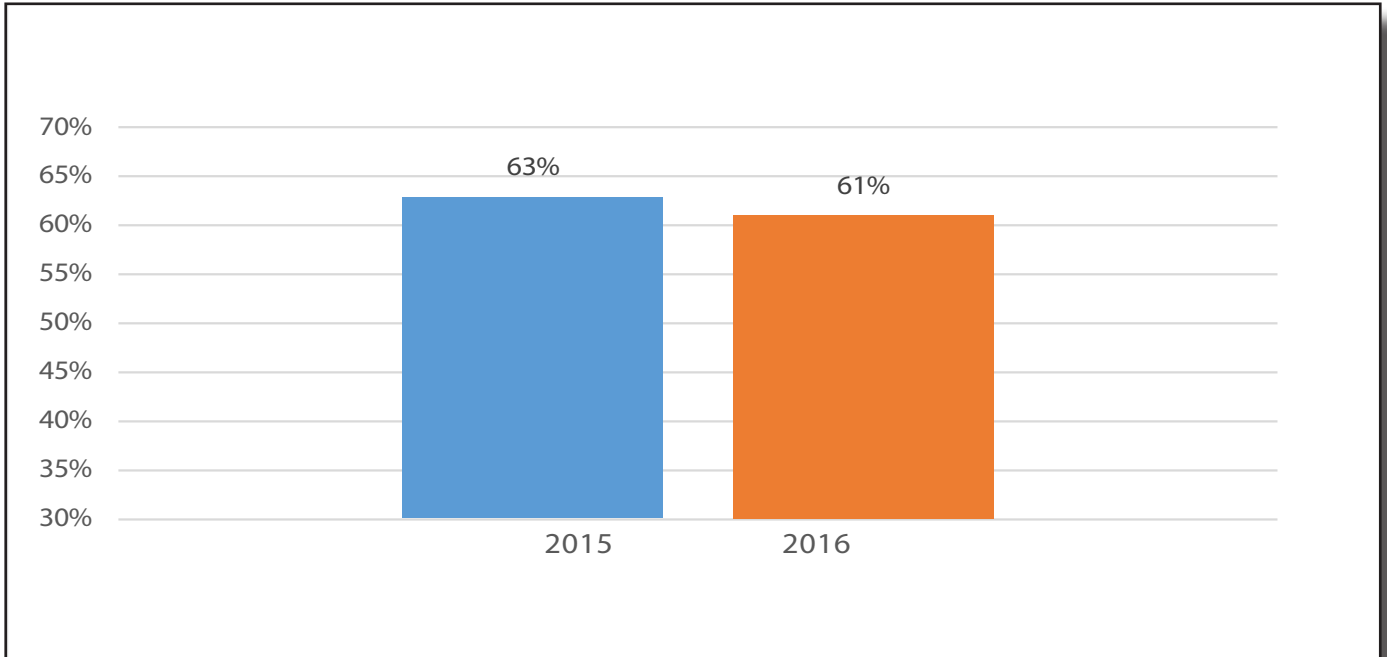
Goal 5 Community Indicators:

- Percentage of residents who were very satisfied or satisfied with the overall quality of services provided by the County, according to the Resident Satisfaction Survey
- Percentage of residents who rated the value received for local taxes and fees as good or excellent, according to the Resident Satisfaction Survey
- Maintain Durham County Triple A bond rating



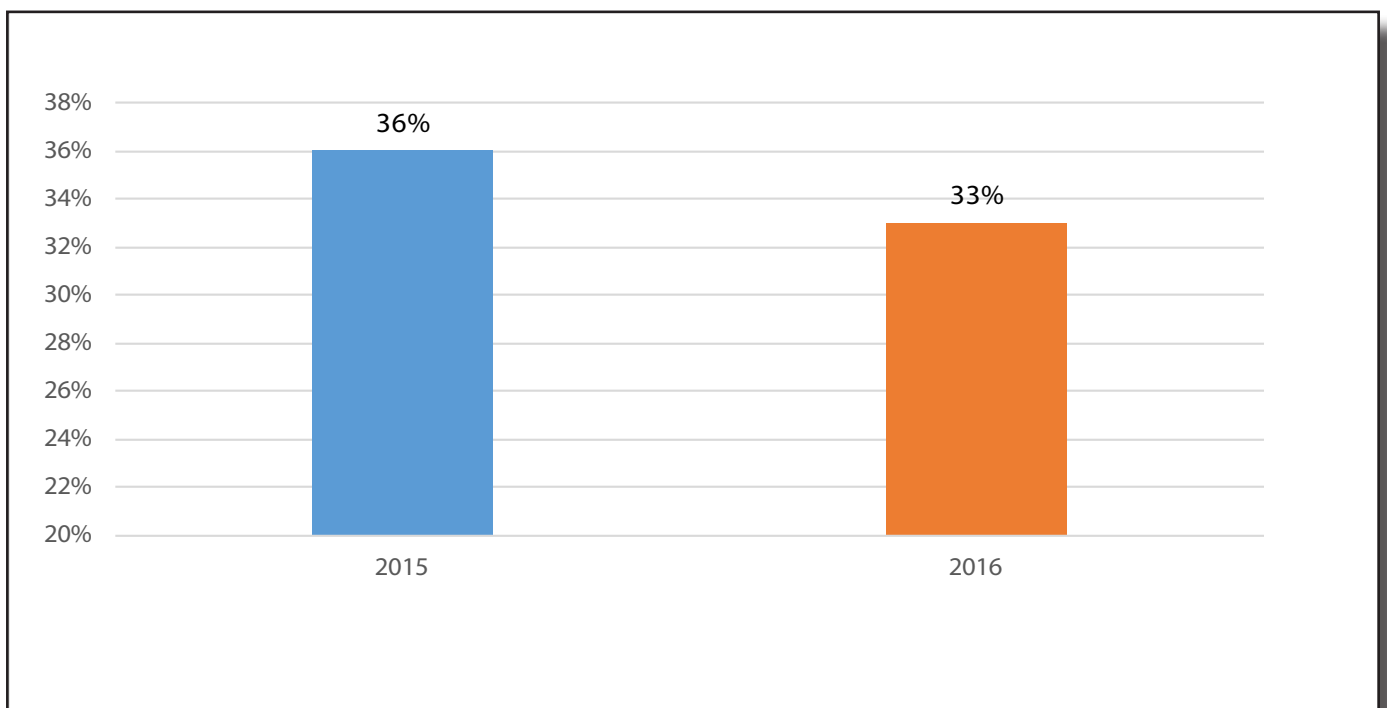
ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Percentage of Residents Who Were Very Satisfied or Satisfied with the Overall Quality of Services Provided by the County



Source: City-County Resident Satisfaction Survey

Percentage of Residents Who Rated the Value Received for Local Taxes and Fees as Good or Excellent



Source: City-County Resident Satisfaction Survey



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.1: Customer Engagement and Responsiveness – Bolster engagement and responsiveness to both internal and external customers

Durham County knows excellent customer engagement is paramount to effective service delivery. Supporting more than 300,000 residents and almost 2,000 employees, Durham County commits to creating a culture that fosters a responsive, courteous and helpful environment for external and internal customers. County government employees provide critical work across a spectrum of important services. Whether responding to more than 42,000 annual 911 requests for EMS service, assisting more than 200,000 registered voters during an election period or serving more than 113,000 residents each month with vital Public Health and Social Services, exceptional customer service is critical. With a customer-centered focus, Durham County strives to meet three standards: respond to the customer in a prompt manner with an understanding of the customer's needs, offer opportunities for community participation through various avenues and provide customers with diverse and engaged boards and commissions.

Measure: Percentage of residents who rated the courtesy of County government employees as good or excellent, according to the Resident Satisfaction Survey

- Strategy 5.1A: Customer Service – Provide prompt response to internal and external customers
 - o Measure: Percentage of residents who contacted the County and who were satisfied or very satisfied with how easy the County government was to contact, according to the Resident Satisfaction Survey
 - o Measure: Percentage of County-related Durham One requests using mobile app completed within 72 hours
 - o Measure: Percentage of employees who say Durham County seeks feedback/input from customers
- Strategy 5.1B: Community Participation – Increase the percentage of community participation and awareness in County government-related activities
 - o Measure: Percentage of direct service departments that participate in face-to-face community engagement
 - o Measure: Percentage of direct service departments that participate in web-based community engagement
 - o Measure: Percentage of voting precincts represented on County-appointed boards and commissions



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.2: Talented Workforce – Attract, recruit and retain talented workforce

Durham County's most vital asset is its employees. Attracting and retaining a talented workforce is critical to serving the public at the highest level. High performing organizations value professional development, compensation competitiveness and progressive and robust training at all levels of the organization. Such investments help ensure organizational stability despite attrition, retirements or other unforeseen events. More than 17 percent of Durham County's active employee base is eligible to retire between 2017 and 2022. Due to many employees nearing retirement, workforce planning must consider future skills gaps that emerge from lost leadership as well as the needed infrastructure to attract and retain future talent. Continuous evaluation must occur to ensure Durham County is an appealing place to work and to ensure the organization attracts and retains the best talent for generations to come.

Measure: Percentage of employees that would recommend Durham County Government as an excellent or good place to work

Measure: Percentage of employees who are very satisfied or satisfied with their job

- Strategy 5.2A: Training and Professional Development – Develop a Countywide training and professional development strategy to promote continuity of government services
 - o Measure: Percentage of managers and supervisors who have gone through leadership development training
 - o Measure: Percentage of employees who report that County-sponsored training was effective six months after completion
 - o Measure: Number of employees that received internal or external training
- Strategy 5.2B: Business and Technology System Education – Establish recurring employee training courses in critical office productivity tools and business systems used throughout the enterprise leveraging the County's Learning Management System
 - o Measure: Total number of employees trained (facilitated by Human Resources, Information Services & Technology, Finance and Budget)
 - o Measure: Percentage of employees who receive business system trainings
- Strategy 5.2C: Recruitment and Hiring – Streamline the hiring process to reduce the time it takes to fill positions
 - o Measure: Average number of days to fill vacant positions
 - o Measure: Percentage of employees that voluntarily leave the organization within two years of starting employment



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.3: Sound Business Systems – Ensure sound fiscal, operational and technology systems

Durham County has maintained financial stability and its Triple A bond rating for more than three decades. As the County continues to grow, the organization continues to enhance its comprehensive business plans by implementing best practices. The County is improving existing technology and implementing new and advanced business solutions to strengthen management of the County’s massively growing data. Ensuring proper upkeep of over 1.8 million square feet of building space and 160 acres of grounds requires systematic evaluation of best practices to implement eco-friendly approaches to building and ground maintenance. Furthermore, as the County plans for outlying years and projected increased service demands due to population growth, continued updates of the County’s Capital Improvement Plan (CIP) will ensure major construction and infrastructure improvements align with the financing required to support future building projects, major maintenance systems and vehicle and technology life-cycle replacements.

Measure: Percentage of revenue budgeted for long-term business infrastructure and capital improvement needs

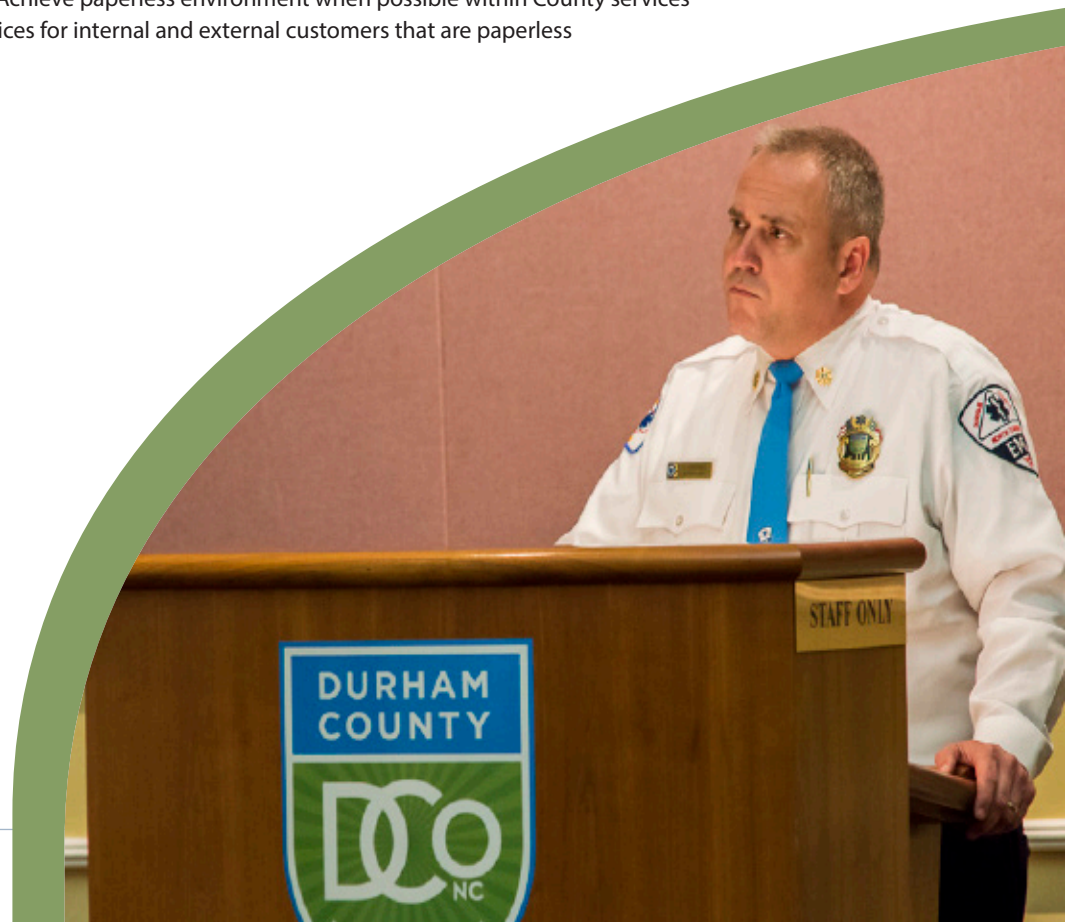
- Strategy 5.3A: Financial Stability and Stewardship – Maintain fiscal accountability and bond ratings, maximize earnings on County investments and increase multi-year fiscal forecasting
 - o Measure: Moody’s and Standard & Poor’s bond ratings
 - o Measure: Contingency reserve as a percentage of operating budget
 - o Measure: Tax collection rate
- Strategy 5.3B: Business Continuity – Develop comprehensive business continuity plans and training strategies to ensure organizational stability
 - o Measure: Percentage of departments with updated business continuity plans
 - o Measure: Percentage of departments with current Standard Operating Procedure documentation
- Strategy 5.3C: Capital Assets – Enhance plans to address long-term capital needs and recurring maintenance, improvements or replacement of building, grounds and infrastructure
 - o Measure: Percentage of County facilities with condition ratings ranging from good to excellent
 - o Measure: Percentage of capital project and repair and renovation projects on time and on budget
 - o Measure: Percentage of building maintenance and grounds staffing ratios that align with national industry standards
 - o Measure: Percentage of new construction projects that meet LEED-certified standards



ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

Objective 5.3 Continued.....

- Strategy 5.3D: Technology Solutions – Develop technology business solutions that drive automation in business processes, enable efficient data management across the enterprise and improve the delivery of services to citizens
 - o Measure: Percentage of key Information Services & Technology projects successfully completed within project budget, scope and timeframe
- Strategy 5.3E: Paperless Services – Achieve paperless environment when possible within County services
 - o Measure: Percentage of services for internal and external customers that are paperless





ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.4: Performance Management and Accountability – Improve the strategic use of data to promote ongoing process improvement, innovation and accountability

Durham County's recent undertaking of Managing for Results (MFR) and corresponding work to link budget requests and funding with programs that are critical and desired by citizens and customers have created significant avenues for realignment. The change management business model ensures quality and progress toward organizational goals by driving departmental effectiveness, performance and accountability through the use of data. As an innovative organization, Durham County will continue to strive to make meaningful changes that will streamline processes, create easy access and provide factual information to the general public. Further, the County will continue to implement and expand platforms and analytical tools for data-driven decision making, assessing outcomes and continuously improving services and business operations.

Measure: Percentage of departments with a recurring, rigorous process in place to review and improve performance as defined by County standards

- Strategy 5.4A: Program Budget Alignment and Review – Train departments on Managing for Results (MFR) model and evaluate base budget alignment
 - o Measure: Percentage of departments that have participated in MFR training
- Strategy 5.4B: Performance Management – Implement viable performance management system to inform departments and the public about County performance
 - o Measure: Percentage of departments reporting quarterly performance data
- Strategy 5.4C: Process Improvement and Innovation – Develop effective and efficient business processes and procedures for optimization of resources and results and to ensure positive outcomes
 - o Measure: Percentage of departments that have implemented process improvement recommendations
 - o Measure: Percentage of departments that have implemented innovative business solutions



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