



Strategic Plan Refresh

Fall 2022

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Why a Strategic Plan?

- ✓ Roadmap for translating long-term vision into present and future organizational efforts
- ✓ Helps engage employees and anyone that lives, works, and plays in Durham with the long-term vision of the City
- ✓ Connects resources with long-term vision to accomplish priorities



What is a Strategic Plan?



Roadmap for translating long-term vision into present and future organizational efforts

History of the Strategic Plan

2008: Administration Proposed Citywide Strategic Plan



2010: City Council Adopts new Vision and Mission



2011: City Council Adopts First Strategic Plan



2013, 2015, 2018: City Council Approves updated Strategic Plans



2022: Strategic Plan Refresh



2021: Fifth Strategic Plan (FY 2022-2023) Begins



2018: Durham Strategy and Performance (DSAP) Holds First Meeting



Strategic Definitions

Vision: A broad description of where we want to be in the future

Mission: What we do and why we do it, our purpose as an organization.

Goals: High level, long-term outcomes that we are trying to accomplish

Objectives: Statements of what we must do well or barriers we must overcome to achieve a goal

Initiatives: Specific programs, strategies, and actions that help us meet our objectives



Strategic Plan Elements

MISSION

VISION

Goal

Objective

Objective

Objective

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative

Initiative



Our Vision

Durham is the leading city in providing an excellent and sustainable quality of life.

Our Mission

To provide quality services to make Durham a great place for people to live, work, and play.



Meaning of the Five Goals

Shared Economic Prosperity

Maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment opportunities to benefit all Durham residents and businesses.

Creating a Safer Community Together

Provide safe and secure neighborhoods which are fundamental to the quality of life and economic vitality of Durham residents

Connected, Engaged, Diverse Communities

Strengthen the foundation, enhance the value, and improve the quality and sustainability of neighborhoods.

Innovative and High-Performing Organization

Provide professional management that encourages a culture of innovation, collaboration, and transparency to deliver quality services through an exceptional workforce.

Sustainable, Natural, and Built Environment

Thoughtful planning and operations that ensure the long-term viability of the City's infrastructure, facilities and environment

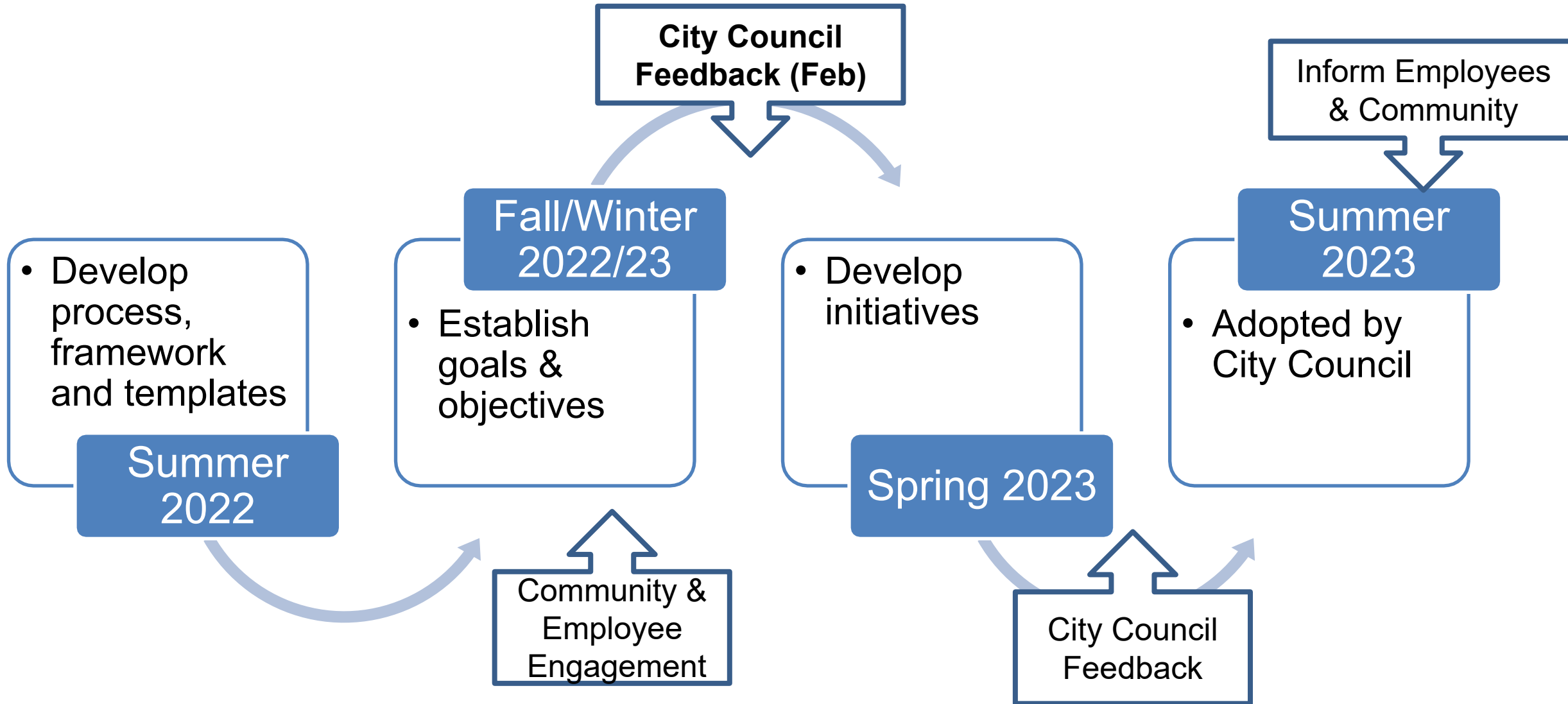
Goal of Strategic Plan Refresh

Reevaluate current strategic goals, objectives, and initiatives through engaging with City officials, employees, and residents to determine where the City should focus resources.

Wherever possible, pre-existing long-term plans (e.g., Comprehensive Plan, Carbon Neutrality & Renewable Energy Plan, Small Business Plan, etc.) will be used to identify strategic priorities and action items for the next 3-5 years.



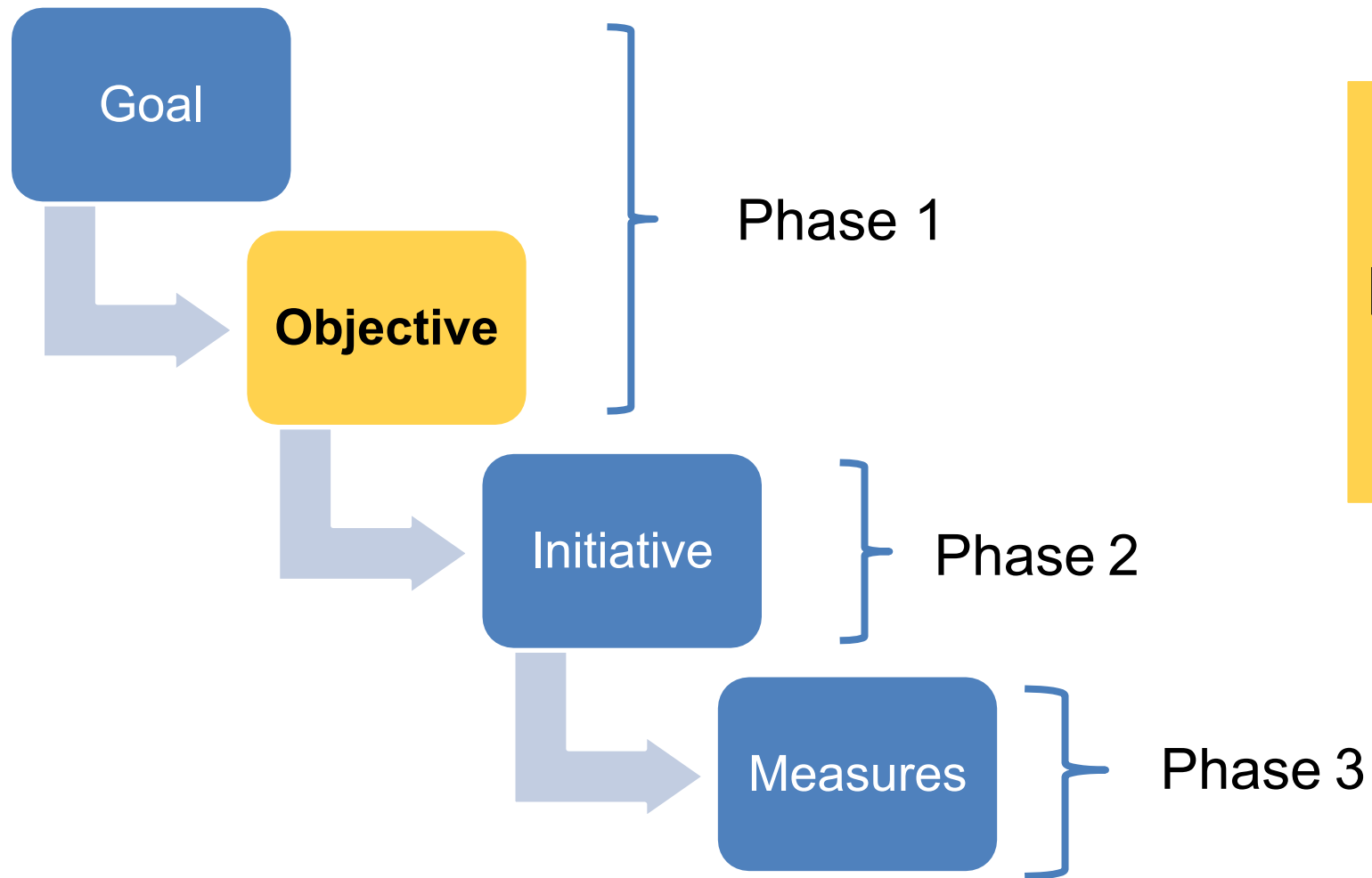
Refresh Timeline



Communications & Engagement Plan



Where does Engagement Happen?



Community &
Employee
Engagement happens
during Objective
Phase



Community Engagement



Use Resident Satisfaction Survey to have residents prioritize objectives (developed by Goal Teams) for goals 1,2,3, and 5.



In November/December, Strategic Initiatives will conduct pop-ups across community events with paper surveys. Residents will be able to sign up to receive updates on the Strategic Plan.



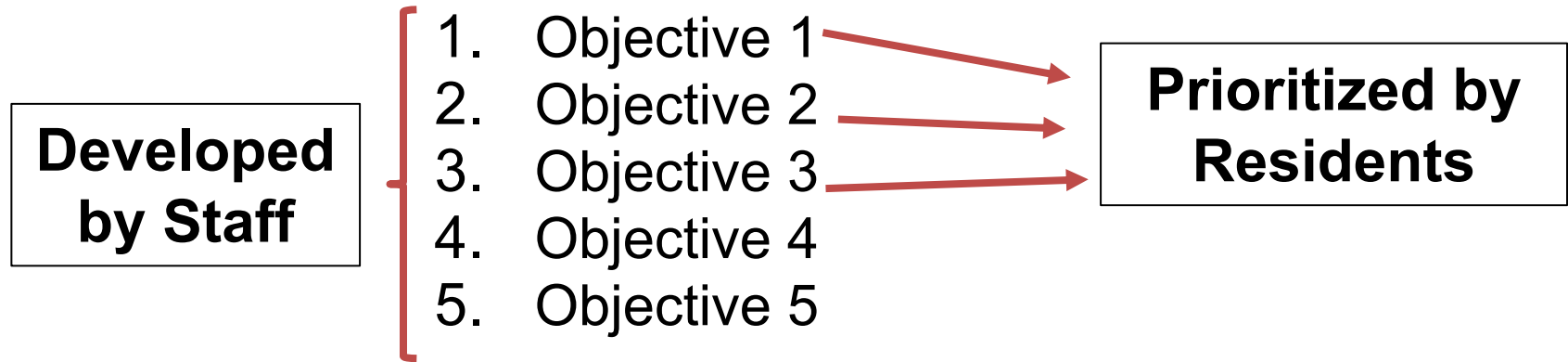
Decision-making around final objectives will consider resident priorities.



Objective Engagement Example

GOAL AREA

5 areas to focus on in the next 3-5 years:

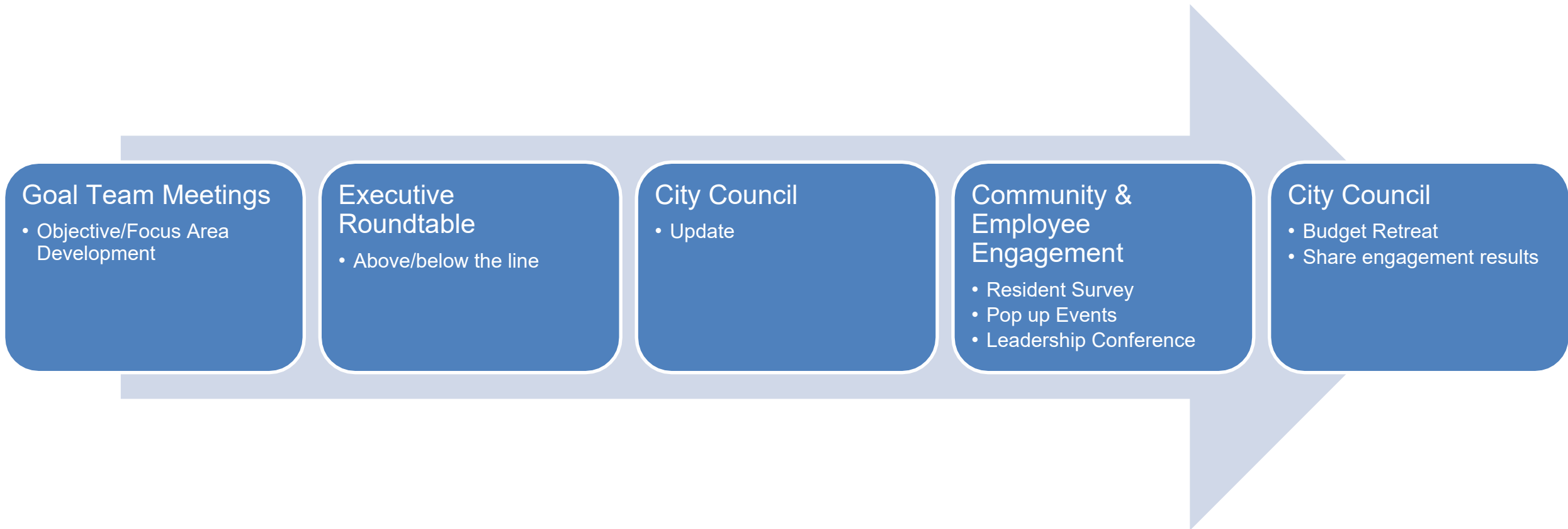


Top 2-3 priorities would turn into Strategic Objectives and used to develop initiatives in Phase 2



Strategic Plan Refresh: Phase 1

Phase 1: Goal & Objective Development



Objective Development Process



Facilitated meetings with Department leadership in each Goal Area



Participants conducted an environmental scan looking at the City's past, present, and future

Goal of the meeting was to brainstorm potential focus areas to be prioritized in the next 1-3 years



What's Next

- Attend community events – **let us know if you have any events we should attend**
- Engage with our Employees
- Resident Survey is mailed in November
- Bring back results and recommendations for your feedback at the Budget Retreat in February.





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