



**FY 2011-13**

**[www.DurhamNC.gov/StrategicPlan](http://www.DurhamNC.gov/StrategicPlan)**

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### Durham City Council Members, 2009 - 2011



Seated (left to right):  
 Mayor Pro-Tem Cora Cole-McFadden  
 Mayor William V. 'Bill' Bell  
 Diane N. Catotti

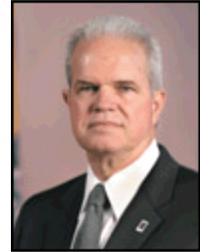
Standing (left to right):  
 J. Michael Woodard  
 Howard Clement, III  
 Eugene A. Brown  
 Farad Ali

# Introduction

## Letter from the City Manager

Dear City Residents and Employees,

As our City continues to grow, the City Council and I are looking to chart a course and create a vision for our future that will ensure our financial viability as well as our standards of living. We engaged our employees, citizens, and stakeholders in a Strategic Planning process throughout 2009 and 2010. The strategic planning process is designed to chart that course, provide focus and strategic direction, and assess our current and future services.



The City of Durham initiated the development of its citywide Strategic Plan in 2008 to identify long-term direction, short-term goals, and action steps for the organization. This highly participatory and transparent process included input and feedback from approximately 700 employees, citizens, and stakeholders. We thank all participants as the City continues to actively identify, recognize, and support the quality services and programs citizens expect from the City, along with the superior service standards that City employees expect of themselves.

The City of Durham Strategic Plan identifies five focus areas that the City Council and the City's management team will advance during the next three years. Our priorities and initiatives are reflected in specific strategic directions and goals in the Plan and our measures of success are clearly outlined.

Again, I am proud to present the City of Durham's first Citywide Strategic Plan, which serves as an organizational blueprint and foundation enabling Durham to be a leader in providing an excellent and sustainable quality of life.

I wish to thank the City Council for the support and direction they have provided during this process. It is their strength in leadership and vision that allows the City to excel in providing for the needs of our community today and in the future.

Sincerely,

Thomas J. Bonfield

## About Durham

The City of Durham has operated under the Council-Manager form of government since 1921. The Durham City Council is comprised of seven members: the Mayor, three members from specific wards, and three at-large members. The terms for City Council seats are staggered. Nonpartisan elections are held every two years. The City covers about 106 square miles and serves a population approaching 223,000. Durham's is a community that embraces its diversity. It is proud to be the home of Duke University, North Carolina Central University, and the Research Triangle Park.

### Organization Profile

City Budget, Fiscal Year 2010-11.....	\$353.3 million
General Fund Budget, Fiscal Year 2010-11 .....	\$206.0 million
Full-Time Employees .....	2,381
Departments .....	25
Bond Rating .....	AAA

## The Mission

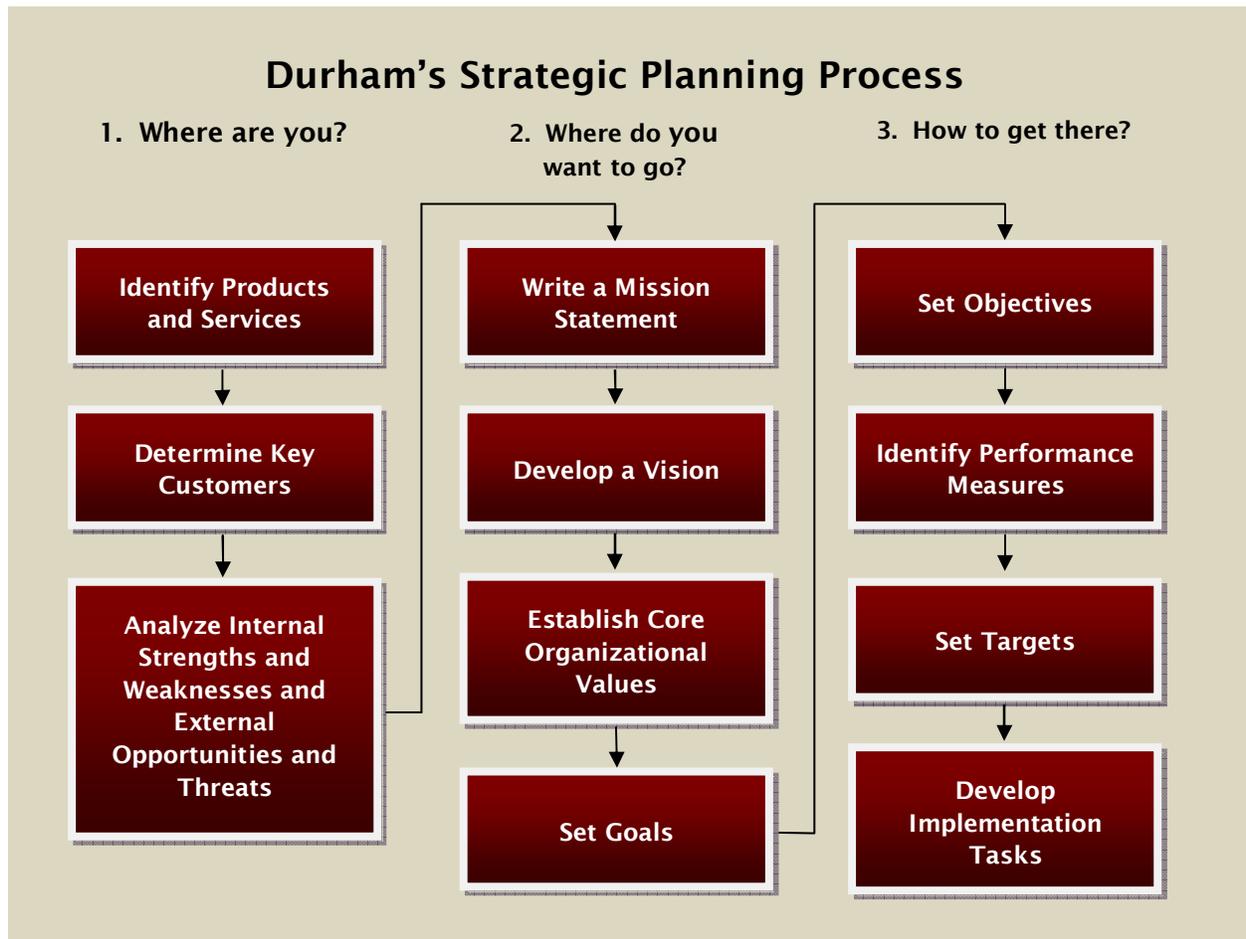
To provide quality services to make Durham a great place to live, work, and play.

## The Vision

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

## Overview

This report presents the Durham Strategic Plan. This section describes what the Strategic Plan is and why it is important for Durham's future. The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) section explains how Durham perceives its internal strengths, internal weaknesses, external opportunities, and external challenges. It describes the City's vision and its mission, and the goals that the City wants to achieve. It explains objectives that help move the City toward its goals, and ways to measure progress in accomplishing the objectives. The Plan section also includes a list of specific initiatives and tasks to accomplish the objectives. The Implementation section provides the plan approach along with the roles of the various teams. Finally, the Conclusion provides a calendar of Strategic Plan milestones and a list of the City staff involved in preparing the Plan.



Strategic Planning Roadmap

## Why Prepare a Strategic Plan?

In November 2008, the Administration, proposed developing a citywide Strategic Plan to set direction for the future of the city and guide decision-making and resource allocation. Knowing the destination or vision for a community is one required element for a city's success; another is having a roadmap, or a strategic plan, that helps it get there. The resulting plan translates the community's vision and City Council's goals into actions by the City organization, enabling the organization to better serve the community.



**Department Director Retreat**

The City's Strategic Plan outlines the goals, objectives, outcome measures, and includes a list of specific initiatives and tasks the organization will focus on to accomplish the objectives. By looking ahead and asking our stakeholders what they need, we establish a vision for what level of service we will provide, along with an understanding of what resources will be necessary to provide them.

This plan is prioritized around key initiatives developed with input from the City Council, key stakeholders, and the community. Since the community, the economy, and the organization are continually changing, this plan should be considered as a beginning, rather than an end.

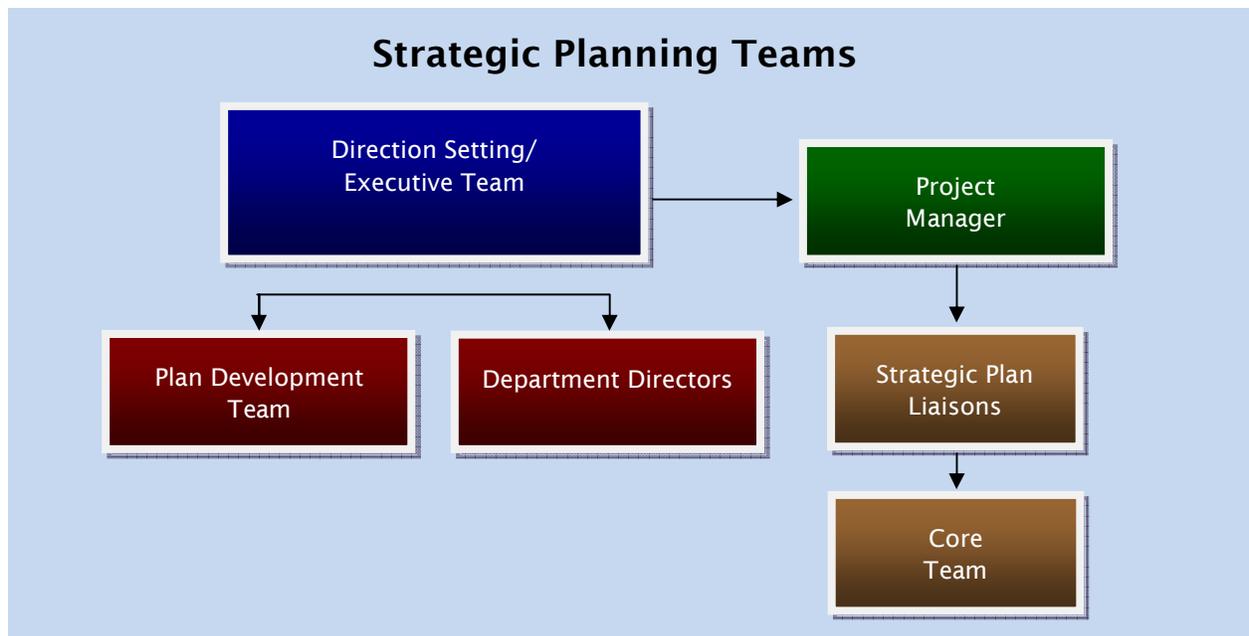
## Strategic Planning Process

In November 2008, the Administration proposed and defined the scope of work for a citywide Strategic Plan. Staff spent several months benchmarking cities that successfully implemented a Strategic Plan and conducted a comprehensive analysis of all existing City plans. It was important to gain a better understanding of what commitments already existed and the status of those commitments.

The City is fortunate to have the internal capacity to support a citywide strategic planning process, however, Zelos, a consultant with expertise in initiating strategic planning and a proven methodology was engaged to ensure success for the City of Durham. The consultant provided guidance during the project initiation, design phase, and organizational analysis, and the development of the Strategic Plan, and assistance with the implementation plan. It is crucial that departments have the necessary tools to develop departmental plans that align with the citywide plan.

To position the project for success, meetings were scheduled with the consultant, the project manager, and key staff to clarify expected project outcomes, establish roles and responsibilities, and determine key stakeholder groups to be involved with the process. Five teams were established.

- **Direction Setting Team**-responsible for creating high-level direction
- **Plan Development Team**-responsible for drafting the Strategic Plan
- **Department Directors**-responsible for reviewing the draft Strategic Plan
- **Core Team**-responsible for supporting the entire process
- **Strategic Plan Liaisons Team**-responsible for communicating information about the process to employees



# Creating the Strategic Plan

The City adopted an innovative approach for creating the citywide Strategic Plan. The process involves thinking about the nature of the City government as an organization. It is important to identify the core products and services the City provides. The City cannot be all things to all people, so the focus should be on the City’s fundamental purposes. Likewise, it is important to recognize the key customers of the organization’s products and services. While the City’s residents are the primary beneficiaries’ of its services, there are, in fact, many others.

In creating the Strategic Plan, the City Council and staff took an in-depth look at the mission, vision, and core values of the organization. The City Council approved a new mission and vision statement for the City in 2010, and the Plan Development Team confirmed their continued validity and usefulness. Finally, staff examined the values that the City organization wishes to foster among its employees. The Plan Development Team summarizes all of these below.

## Core Products and Services

Deliverables
<p><b>Public Safety</b> Respond to emergencies, prevent emergencies from occurring, mitigate human suffering, prepare for disasters</p>
<p><b>Community Development</b> Provide neighborhood planning, improvements, redevelopment and ensure compliance with City codes</p>
<p><b>Public Works</b> Maintain the City’s physical assets (buildings, roads, etc.), manage solid waste and water resources, build new infrastructure and protect the environment</p>
<p><b>Transportation</b> Plan and operate the City road systems and provide public transportation and parking</p>
<p><b>Public Information</b> Ensure the public is informed about the City and has opportunities for engagement</p>
<p><b>Recreational Cultural Programs</b> Maintain parks and recreation facilities and offer various recreational activities</p>

## Key Stakeholders

<ul style="list-style-type: none"> <li>• Residents</li> <li>• Visitors</li> <li>• Business and Industry</li> <li>• Community Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Other Government Entities</li> <li>• Property Owners</li> <li>• Higher Education Institutions</li> <li>• Medical Institutions</li> </ul>
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## SWOC Analysis

In October 2009, the Strategic Planning process was officially launched at the annual Department Directors retreat. From October through December 2009, staff conducted a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis to answer three critical questions. Where are we now? Where are we going? How are we going to get there?

This phase included the following components:

- Review of the City's existing situation;
- Initial input from the City Council;
- SWOC survey distributed to City Council, Department Directors, staff, citizens and community stakeholders;
- SWOC input from staff via focus groups; and
- Review and comment by various advisory Boards/Committees/Commissions at a joint forum.



In February 2010, the consultant met with the City Council to discuss the results of the SWOC survey and to suggest, from its perspective, what the City's priorities might be. The Plan Development Team revised the City's Vision and Mission statements, identified the products and services, and consolidated the Council Goals. The Team also created outcome measures, objectives, intermediate measures, and initiatives.



## SWOC Summary

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• City leadership</li> <li>• Dedication of employees</li> <li>• Good customer service</li> <li>• Work quality</li> <li>• Teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Communication between departments</li> <li>• Communication from management to staff</li> <li>• Accountability</li> <li>• Equipment and facilities maintenance</li> </ul>
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Public - private partnerships</li> <li>• Downtown revitalization</li> <li>• Cultural diversity</li> <li>• Public transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Media / public image of City</li> <li>• Developing &amp; linking public transportation systems</li> <li>• Aging infrastructure</li> <li>• Loss of federal and state funding</li> </ul>
Priorities	
<ul style="list-style-type: none"> <li>• Appearance of the City infrastructure (streets, sidewalks, buildings)</li> <li>• Address deferred maintenance</li> <li>• Enhance public transportation</li> <li>• Crime prevention and reduction</li> <li>• Improve customer service</li> </ul>	
Citizen Survey Results	
<ul style="list-style-type: none"> <li>• Maintenance of City streets</li> <li>• Police protection</li> <li>• Transportation</li> <li>• Code enforcement</li> </ul>	

## Core Organizational Values

The City of Durham used an inclusive process to determine its core values, involving hundreds of employees from across all departments and all levels of the organization. Employees met in groups and shared what was important to them and what they thought should guide interactions with each other and with citizens. A list of 57 potential values was generated from these sessions. At the first ice cream social, employees voted on the values they believed were most important. From this prioritization, the city arrived at 12 possible values that were narrowed down to our final 7 by the task teams involved in the DurhamFirst initiative.

City of Durham Values	
<b>Our Employees</b>	Essential to our success Do the right thing for the right reasons Stewards of our community Maintain professional behavior and image Strive to exceed our internal customers' service expectations
<b>Integrity</b>	Honesty - consistently telling the truth Trust – keeping commitments and confidences Accountability – being responsible for our actions Respect – treating people the way we want to be treated A strong work ethic – doing our best for the community
<b>Customer Service</b>	Constantly and consistently exceeding our customers' expectations Listening completely and understanding Responding and following through Patience and courtesy
<b>Teamwork</b>	Working together for a common goal Embracing diversity Being open to new ideas Finding strength in unity Recognizing individual strengths
<b>Leadership</b>	Recognizing that everyone is a leader Taking personal responsibility for our actions Being credible Leading by example Serving a higher purpose
<b>Open Communication</b>	Listening for understanding Being honest Respecting others' opinions Giving constructive feedback Knowing it is ok to say, "I don't understand" Knowing we communicate by our appearance, our action and our words
<b>Fairness</b>	Doing the right things for the right reasons Giving everyone the opportunity to grow and succeed Providing good services to ALL of our citizens Taking the needs of the organization and the employee into account

# Goals, Objectives, Measures and Initiatives

Durham's citywide Strategic Plan is based on the Durham City Council's vision for the city. In developing the Strategic Plan, the Plan Development Team revisited the Vision and Mission statements to gauge whether they are still valid and useful. Minor changes were proposed and endorsed by the City Council in 2010.



## Goals

<p style="text-align: center;"><b>Goal 1: A Strong and Diverse Economy</b></p> <p style="text-align: center;"><b>Maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment opportunities for the community.</b></p>	
<b>Outcome Measures</b>	<ul style="list-style-type: none"> <li>• Mean Salary</li> <li>• Median Salary</li> <li>• Percent growth in tax base</li> <li>• Employment Growth</li> <li>• Poverty rate</li> <li>• Percent of jobs in various sectors</li> </ul>
<b>Objectives and Intermediate Measures</b>	<ol style="list-style-type: none"> <li><b>1. Target business/industry recruitment efforts</b> <ul style="list-style-type: none"> <li>• Number and value of building permits</li> <li>• Number of businesses relocating into and out of Durham</li> <li>• Net gain in jobs</li> </ul> </li> <li><b>2. Ensure well trained, qualified community workforce</b> <ul style="list-style-type: none"> <li>• Number of students graduated from local jobs training programs</li> <li>• High School graduation rate</li> <li>• Percent of the community with post-secondary degrees</li> <li>• Adult Literacy</li> </ul> </li> <li><b>3. Create a favorable development climate</b> <ul style="list-style-type: none"> <li>• Ratio of commercial/industrial/residential tax base</li> </ul> </li> <li><b>4. Encourage retention and expansion of current businesses</b> <ul style="list-style-type: none"> <li>• Businesses recruited/retained/supported</li> </ul> </li> <li><b>5. Leverage local and regional workforce development partnerships</b> <ul style="list-style-type: none"> <li>• Number of students graduated from local jobs training programs</li> </ul> </li> </ol>
<b>Initiatives and Tasks</b>	<ul style="list-style-type: none"> <li>• Identify specific target industries to actively recruit, incentivize and retain, i.e. green or biotech industries</li> <li>• Evaluate the effectiveness of existing incentive policies and programs (financial, workforce development and infrastructure based) that are focused on business development</li> <li>• Assess existing programs supportive of small business/start ups to determine most responsive programs/gaps that need to be addressed</li> <li>• Expand Mayor’s Summer Youth Works Program</li> <li>• Identify and implement further development review process improvements (include regulatory issues)</li> <li>• Conduct an Annexation Study in order to promote a strong and diverse economy</li> </ul>

**Goal 2: Safe and Secure Community**

**Provide safe and secure neighborhoods which are fundamental to the quality of life and economic vitality of the city.**

<p align="center"><b>Outcome Measures</b></p>	<ul style="list-style-type: none"> <li>• Part 1 crimes per capita</li> <li>• Crime clearance rate</li> <li>• Percent of structure fires contained to room of origin</li> <li>• Residents' perception of safety</li> </ul>
<p align="center"><b>Objectives and Intermediate Measures</b></p>	<ol style="list-style-type: none"> <li><b>1. Reduce occurrence and severity of crime, fire, and hazards</b> <ul style="list-style-type: none"> <li>• Homicides, property crimes and violent crime rates/incident and clearance rates</li> <li>• Percent of priority1/code 3 calls meeting response/time standards</li> </ul> </li> <li><b>2. Increase visibility and accessibility of law enforcement</b> <ul style="list-style-type: none"> <li>• Vacancy rate of specific funded positions</li> <li>• Percent participation in crime and fire prevention programs</li> </ul> </li> <li><b>3. Provide the community with pertinent public safety information</b></li> <li><b>4. Coordinate public safety and criminal justice</b></li> <li><b>5. Promote Community Policing philosophy</b></li> </ol>
<p align="center"><b>Initiatives and Tasks</b></p>	<ul style="list-style-type: none"> <li>• Improve officer safety and response time to Priority 1 calls, by using AVL (Automatic Vehicle Locator) in marked patrol cars</li> <li>• Inventory and analyze existing public safety programs for results (ie: Community Oriented Policing)</li> <li>• Target specific public safety problem areas through inter-agency collaboration to achieve positive outcomes (Gang Reduction Plan)</li> <li>• Create centralized repository for digital evidence</li> <li>• Reduce radio traffic on primary dispatch channels (target 30% air saturation/hour)</li> <li>• Enhance the City's public safety through effective communication that informs citizens</li> </ul>

### Goal 3: Thriving Livable Neighborhoods

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

<b>Outcome Measures</b>	<ul style="list-style-type: none"> <li>• Citizen perception of the overall quality of their neighborhood</li> <li>• Percent of neighborhoods improving on the Neighborhood Vitality Index (NVI)</li> <li>• Increase access to open space</li> <li>• Percent reduction of greenhouse emissions</li> <li>• Decrease in per capita use of energy, water, and/or production of waste</li> <li>• Decrease in pollution (water, air, and litter)</li> </ul>
<b>Objectives and Intermediate Measures</b>	<ol style="list-style-type: none"> <li><b>1. Increase voluntary code compliance</b> <ul style="list-style-type: none"> <li>• Number and percent of vacant/boarded-up houses</li> </ul> </li> <li><b>2. Revitalize neighborhoods and encourage neighborhood pride</b> <ul style="list-style-type: none"> <li>• Percent of vacant lots within neighborhoods that are redeveloped</li> <li>• Percent of owner-occupied property</li> <li>• Cleanliness index</li> <li>• Percent of low-to-moderate income citizens paying no more than 30% of income for housing</li> </ul> </li> <li><b>3. Increase transportation choices and local &amp; regional connectivity</b> <ul style="list-style-type: none"> <li>• Percent of population within ¼ mile of public transportation</li> <li>• Percent of residents within “Popsicle” Rule (distance of services)</li> <li>• Increase in bus ridership overall and per capita</li> <li>• Increase the number of bicycle and pedestrian facilities (sidewalks, bicycle lanes, off-road trails, intersection improvements, and other related amenities)</li> </ul> </li> <li>• Enhance real and perceived bicycle and pedestrian safety while increasing bicycle and pedestrian activity</li> <li><b>4. Increase access to amenities and essential services</b> <ul style="list-style-type: none"> <li>• Number of households represented by a homeowners association or neighborhood association</li> <li>• Number of homeless persons from Point in Time count</li> </ul> </li> <li><b>5. Increase sustainability through the wise use of limited resources</b> <ul style="list-style-type: none"> <li>• Percent decrease in greenhouse gas emissions</li> <li>• Increase in HERS rating for existing homes sold per year (would involve enabling legislation to allow the City to require HERS ratings for homes that are sold)</li> <li>• Average distance from any home to open-space</li> <li>• Percent of tree coverage</li> <li>• Decrease in ground level ozone (smog) concentration</li> <li>• Percent of land in city that is green space</li> <li>• Decrease in tons of solid waste and increase in tons of recycled materials per capita</li> </ul> </li> </ol>

**Initiatives and Tasks**

- Improve and preserve housing for all Durham Citizens
- Establish a partnership targeted at revitalizing deteriorating communities in close proximity to employment centers
- Develop a regional plan for transit, including but not limited to, integration of light rail, commuter rail, high speed rail and bus
- Evaluate effectiveness of “fare free” transit (Bull City Connector)
- Improve the visibility of alternative modes of transportation by continuing to implement adopted plans, including the DurhamWalks! Pedestrian Plan, the Durham Comprehensive Bicycle Transportation Plan, and the Durham Trails and Greenways Master Plan
- Improve pedestrian safety by working with the UNC Highway Safety Research Center on a four-year project focused on pedestrian safety education and enforcement in Durham, as funded by the National Highway Traffic Safety Administration (NHTSA).
- Coordinate existing neighborhood development plans
- Increase the efficiency of Durham Transit and Triangle Transit through centralized management, planning and marketing
- Develop a Neighborhood Vitality Index (NVI) model
- Develop a long-term plan to reduce homelessness
- Increase education efforts on reducing energy use
- Provide incentives for property owners and landlords to increase energy efficiency of homes and businesses
- Increase recycling and waste stream diversion

## Goal 4: Well-Managed City

**Provide professional management that is accountable, efficient, and transparent.**

<b>Outcome Measures</b>	<ul style="list-style-type: none"> <li>• Bond Rating</li> <li>• Customer Satisfaction Rating</li> <li>• Employee Satisfaction Rating</li> <li>• Percent of budget maintained as Fund Balance</li> <li>• Per Capita Tax Burden</li> <li>• Debt Ratio</li> </ul>
<b>Objectives and Intermediate Measures</b>	<ol style="list-style-type: none"> <li><b>1. Engage community</b> <ul style="list-style-type: none"> <li>• Resident satisfaction with solid waste services</li> </ul> </li> <li><b>2. Provide seamless services</b> <ul style="list-style-type: none"> <li>• Response/resolution time for resident complaints and requests for services</li> <li>• Number of overdue service requests</li> </ul> </li> <li><b>3. Promote a performance management culture</b> <ul style="list-style-type: none"> <li>• Quarterly Financial Report results (Percent of revenues projected at year-end compared to budget and percent of departments within budget)</li> <li>• Percent of fees collected</li> <li>• Number of significant material findings in internal and external audits</li> <li>• Percent of revenue from property tax, sales tax, state fees for service</li> </ul> </li> <li><b>4. Align resources with City priorities</b> <ul style="list-style-type: none"> <li>• Milestones met for Strategic Plan implementation</li> <li>• Percent/number of City departments with strategic plans and performance measures aligned with the City's Strategic Plan</li> </ul> </li> <li><b>5. Establish an exceptional, diverse, and engaged workforce</b> <ul style="list-style-type: none"> <li>• Employee turnover rate</li> <li>• Percent of job classifications within 5% of market rate</li> <li>• Employee satisfaction rating on biennial employee opinion survey</li> <li>• EEOC statistics</li> </ul> </li> <li><b>6. Project a positive image of the City</b></li> </ol>
<b>Initiatives and Tasks</b>	<ul style="list-style-type: none"> <li>• Establish criteria for prioritizing processes for improvement and develop a system for tracking results</li> <li>• Review and update the multi-year financial plan and the Capital Improvement Plan (CIP) to align resources with priorities</li> <li>• Identify and prioritize CIP needs that are unfunded</li> <li>• Ensure sustainability of the Culture of Service initiative</li> <li>• Develop the systems, processes and structures to ensure accountability for Strategic Plan implementation</li> <li>• Implement and create technology that supports the strategic plan</li> <li>• Manage talent and ensure continuity of leadership (competitive salaries and well qualified staff)</li> <li>• Develop and deploy a comprehensive employee wellness program</li> <li>• Develop an internal and external communications strategy</li> <li>• Increase the use of data and best practices to achieve operational excellence</li> </ul>

**Goal 5: Stewardship of City’s Physical Assets**

**Plan, provide, and maintain adequate infrastructure which supports quality of life and serves as a foundation of a healthy economy.**

<p align="center"><b>Outcome Measures</b></p>	<ul style="list-style-type: none"> <li>• Percentage of lane miles of city streets rated in good or better condition</li> <li>• Days of water supply available</li> <li>• Percent of assets rated in good or better condition</li> <li>• Water Quality Index</li> </ul>
<p align="center"><b>Objectives and Intermediate Measures</b></p>	<ol style="list-style-type: none"> <li><b>1. Increase resources for street maintenance</b> <ul style="list-style-type: none"> <li>• Percent of total funding that is allocated to deferred maintenance</li> </ul> </li> <li><b>2. Plan for depreciation maintenance and replacement of City assets, including facilities, parking lots, broadband, and gateways</b> <ul style="list-style-type: none"> <li>• Remaining useful life of building systems</li> </ul> </li> <li><b>3. Better coordination of maintenance of city streets</b> <ul style="list-style-type: none"> <li>• Compliance with street/assets maintenance schedules</li> </ul> </li> <li><b>4. Prioritize new projects and align with available resources through the Capital Improvement Plan (CIP)</b> <ul style="list-style-type: none"> <li>• Percent capacity available water/wastewater plants and mains</li> <li>• Percent of population having access to eGov and Broadband</li> <li>• Appearance of entryways into the City of Durham (i.e. Duke to Durham Tech)</li> <li>• Percent of streams with a water quality index of 75 or greater</li> </ul> </li> </ol>
<p align="center"><b>Initiatives and Tasks</b></p>	<ul style="list-style-type: none"> <li>• Enhance infrastructure development standards</li> <li>• Develop an asset management system</li> <li>• Modify wastewater treatment plant and stormwater discharge processes in order to meet water quality standards</li> <li>• Create rating systems for evaluating infrastructure where they don’t already exist</li> <li>• Determine feasibility to implement citywide fiber optic network with key partners</li> <li>• Recommend priorities of prospective entryway areas citywide and present to City Council for approval (partnership with DAAG)</li> <li>• Identify resources to design the Central Durham Gateway Plan</li> </ul>

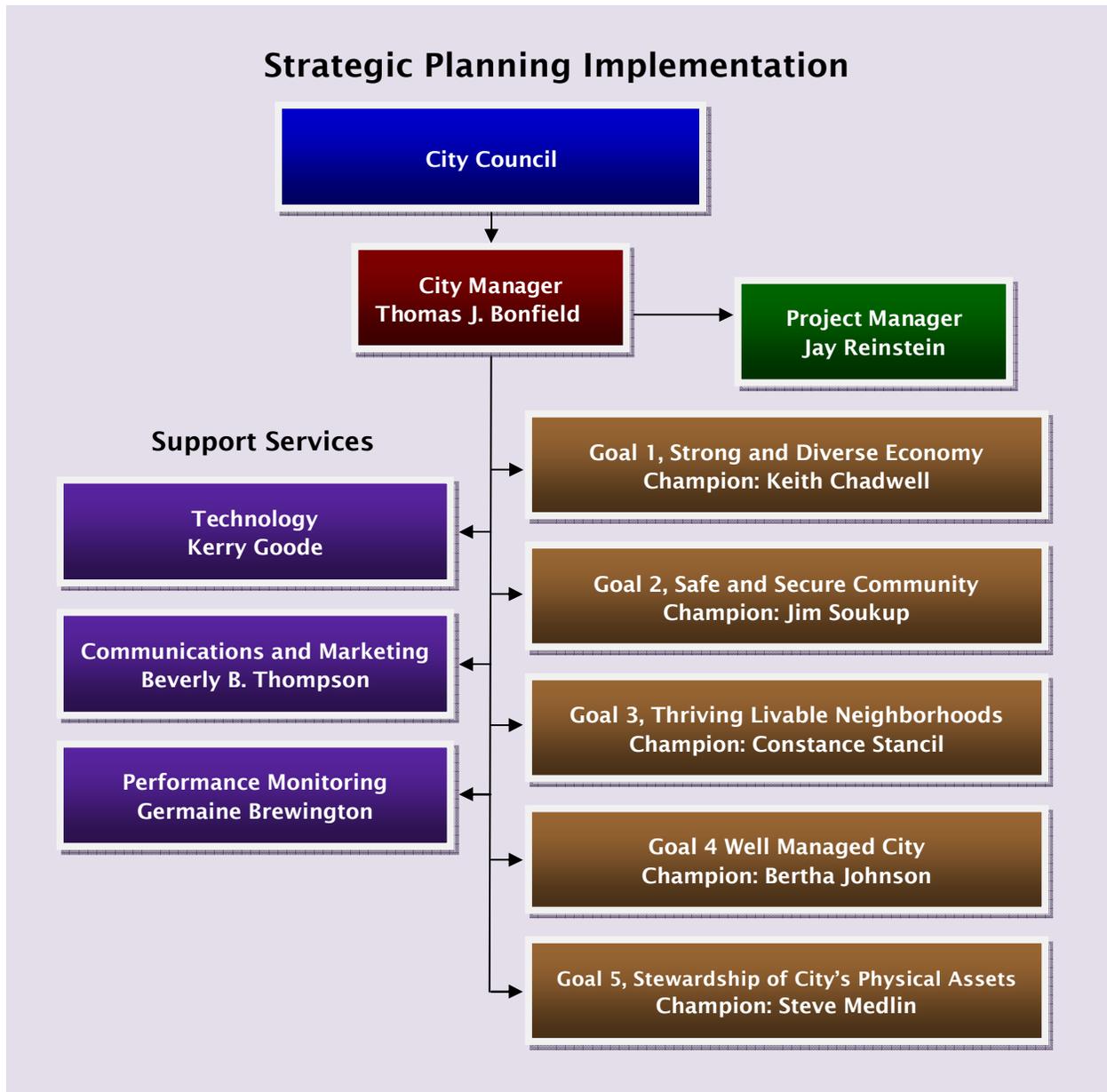
## Community Partnerships

Goal	Partnerships
<b>1. Strong and Diverse Economy</b>	<ul style="list-style-type: none"> <li>• Achievement Academy of Durham</li> <li>• Sales and Service Training Center</li> <li>• Triangle Citizens Rebuilding Communities</li> <li>• Durham Tech</li> <li>• NC Employment Security Commission</li> <li>• Durham County Board of County Commissioners</li> <li>• DSS</li> <li>• National Council on the Black Aged</li> <li>• Durham Literacy Center</li> <li>• PACs/INC</li> </ul>
<b>2. Safe and Secure Community</b>	<ul style="list-style-type: none"> <li>• PACs/INC</li> <li>• Media</li> <li>• Crime Stoppers</li> <li>• NC Child Response Initiative</li> <li>• BECOMING</li> <li>• Juvenile Crime Prevention Council</li> <li>• District Attorney's Office</li> <li>• Durham County Sherriff's Office</li> <li>• SBI</li> <li>• FBI</li> <li>• US Immigration and Customs Enforcement</li> <li>• Bureau of Alcohol Tobacco and Firearms</li> <li>• DEA</li> <li>• Division of Alcohol Law Enforcement</li> <li>• US Marshall's Office</li> <li>• Probation and Parole</li> </ul>
<b>3. Thriving Livable Neighborhoods</b>	<ul style="list-style-type: none"> <li>• DATA</li> <li>• Triangle Transit</li> <li>• Duke University</li> <li>• NCCU</li> <li>• NC State University</li> <li>• Durham County</li> <li>• PACs/INC</li> <li>• Neighborhood Associations</li> <li>• Clean Energy Durham</li> <li>• Habitat for Humanity</li> <li>• DHA</li> </ul>
<b>4. Well Managed City</b>	<ul style="list-style-type: none"> <li>• Blue Cross Blue Shield</li> <li>• Citizens</li> <li>• PACs/INC</li> </ul>
<b>5. Stewardship of City's Physical Assets</b>	<ul style="list-style-type: none"> <li>• Development Community</li> <li>• Utility Service Providers</li> <li>• Citizens</li> </ul>

# Implementing the Strategic Plan

## The Approach

It is important to institutionalize planning as a process that is used to guide the organization in making key decisions and tracking progress towards achieving its goals. Therefore strategic planning must be implemented as a process not just the production of annual documents.



## Strategic Plan Implementation Team

This team will be the driving force behind keeping the Plan on the organization's front burner and to guide critical decision making and resource allocation. The team will oversee, track, monitor, and champion the strategic planning process.

The purpose of the Strategic Plan Implementation Team is to ensure the Plan is utilized as the roadmap for present and future organizational efforts. In addition to this overarching purpose, there are a number of specific responsibilities detailed below:

- Institutionalize, promote, and champion the strategic planning process.
- Move to a performance-managed organization.
- Promote collaboration across departments and divisions.
- Guide decision-making based on data including allocation of resources.
- Ensure continuous organizational education and learning in related subjects.

The Strategic Plan Implementation Team will oversee the execution, monitoring, and maintenance of all aspects of the Strategic Plan implementation and ensure alignment with internal and external partners.

In addition to supporting and promoting the concepts of strategic planning as a process, the Strategic Plan Implementation Team will:

- Be the owners of and ensure the production of all required planning deliverables in a timely manner as defined within the annual planning calendar.
- Be ultimately responsible to ensure data is reported, reviewed, analyzed and made available in a timely manner.
- Ensure that appropriate policies, procedures, and processes are implemented where necessary to make strategic planning a process and not a product.
- Help balance conflicting priorities and resources.
- Remove organizational barriers for implementation and establish accountability systems.



## **Roles and Responsibilities**

### **Plan Owner**

- Primary advocate for the process and for the team
- Foster innovation and creativity
- Provide top-down support
- Resolve major barriers

### **Project Manager**

- Provide logistical support to the implementation team
- Manage the portfolio of projects associated with the implementation of initiatives

### **Goal Champions**

- Point of contact for information and reporting progress associated with all aspects of assigned goal
- Ensure progress is being made and milestones met
- Liaison to ad hoc teams

### **Performance Monitoring and Evaluation**

- Establish data collection protocols and schedule
- Oversee data analysis and reporting functions

### **Communication and Marketing**

- Develop an internal and external communication plan to include marketing and branding the Strategic Plan
- Provide support to Goal Champions

### **Technology**

- Provide technology support to the Goal Champions along with the Performance Monitoring and Communication & Marketing teams
- Increase the effectiveness and efficiency of the processes associated with strategic plan execution through the use of technology

## Strategic Planning Calendar 2010-2011

Month	Milestone
<b>October 2010</b>	<ul style="list-style-type: none"> <li>• Strategic Plan presented to City Council for comment</li> <li>• Strategic Plan Implementation Team to begin work on ten Priority Initiatives (37 initiatives in plan)</li> </ul>
<b>January 2011</b>	<ul style="list-style-type: none"> <li>• Selected citywide initiatives to align with FY12 budget</li> <li>• Performance Management System (dashboard) implementation begins</li> </ul>
<b>February 2011</b>	<ul style="list-style-type: none"> <li>• Citizens provide input on Strategic Plan and Performance Management System dashboard at Citizen Engagement Workshop</li> </ul>
<b>March - July 2011</b>	<ul style="list-style-type: none"> <li>• Strategic Plan presented to City Council for adoption</li> <li>• Work begins on Departmental Strategic Plans (4 pilot departments)</li> <li>• Work continues on Strategic Plan Initiatives</li> <li>• Performance Management System dashboard is implemented and available to citizens</li> </ul>
<b>January 2012</b>	<ul style="list-style-type: none"> <li>• Strategic Plan is reviewed and updated to align with Budget</li> <li>• City Council is updated on Strategic Plan progress</li> <li>• Implementation continues</li> </ul>
<b>January 2013</b>	<ul style="list-style-type: none"> <li>• Strategic Plan is reviewed and updated to align with Budget</li> <li>• City Council updated on Strategic Plan progress</li> <li>• Implementation continues</li> </ul>

# Appendix

## Definition of Terms

<b>Core Values</b> .....	Principles that govern our behavior and the way we do business.
<b>Goals</b> .....	Broad statements of measurable outcomes to be achieved on behalf of customers.
<b>Initiatives and Tasks</b> .....	Specific programs, strategies and activities that will help you meet your performance targets.
<b>Key Customers</b> .....	Any person, group or organization receiving your product(s) and/or service(s).
<b>Mission Statement</b> .....	Statement of purpose; fundamental reason for an organization's existence.
<b>Objectives</b> .....	Statements of what you must do well or barriers that you must overcome to achieve a specific goal.
<b>Performance Measures</b> .....	Meaningful indicators that assess progress toward accomplishment of goals and objectives.
<b>"Popsicle" Rule</b> .....	A measure of your daily needs being met in a short five minute walk (walkability). A simple way to determine if development is compact, complete and connected.
<b>Products and Services</b> .....	Deliverables that the customer receives.
<b>Internal Strengths</b> .....	The resources or capabilities your organization has that can be used for accomplishing its mission and vision.
<b>Internal Weaknesses</b> .....	The deficiencies in resources or capabilities that currently exist that might hinder your organization's ability to be successful.
<b>External Opportunities</b> .....	The factors or situations that exist beyond your organization that may have a favorable effect on it.
<b>External Challenges</b> .....	The factors or situations that exist beyond your organization that can negatively affect it.
<b>Targets</b> .....	The numerical value of the performance measure you hope to achieve.
<b>SWOC</b> .....	Assessment of internal strengths, internal weaknesses, external opportunities, and external challenges.
<b>Vision Statement</b> .....	A word picture of the future that the organization intends ultimately to become or to influence.

## Who Worked on the Plan

Special thanks to City staff who spent close to 1,900 hours on this comprehensive process, working on various teams, attending staff forums and information sessions, completing surveys, obtaining data, drafting the citywide Strategic Plan document, and providing support and input during the implementation phase.

Direction Setting Team	
Tom Bonfield	City Manager's Office
Wanda Page	City Manager's Office
Ted Voorhees	City Manager's Office
Keith Chadwell	City Manager's Office
Bertha Johnson	Budget and Management Services Department
Patrick Baker	City Attorney's Office
David Boyd	Finance Department
Alethea Bell	Human Resources Department
Beverly Thompson	Office of Public Affairs
Reginald Johnson	City Manager's Office
Karmisha Wallace	City Manager's Office

Plan Development Team	
Bertha Johnson	Budget and Management Services Department
Steve Medlin	City/County Planning Department
Keith Chadwell	City Manager's Office
Constance Stancil	Neighborhood Improvement Services Department
Mark Ahrendsen	Transportation Department
Katie Kalb	Public Works Department
Jesse Burwell	Police Department
Rhonda Parker	Parks and Recreation Department
Alethea Bell	Human Resources Department
Jim Soukup	911 Emergency Communications Department

Core Team	
Jay Reinstein, Project Manager	Budget and Management Services Department
Bertha Johnson	Budget and Management Services Department
Maria Ratliff	Fire Department

Scott Roberts	Fire Department
Vickie Atkinson	Budget and Management Services Department
Ruby Hargrove-Monds	Human Resources Department
Keith Luck	City/County Planning Department
Chris Boyer	General Services Department
Gina Morais	Parks and Recreation Department
Lew Wardell	Police Department

<b>Department Directors Team</b>	
Tom Bonfield	City Manager's Office
Germaine Brewington	Audit Services Department
Patrick Baker	City Attorney's Office
Ann Gray	City Clerk's Office
Bertha Johnson	Budget and Management Services Department
Gene Bradham	City/County Inspections Department
Steve Medlin	City/County Planning Department
Mike Barros	Community Development Department
Kevin Dick	Office of Economic and Workforce Development
Jim Soukup	911 Emergency Communications Department
Deborah Giles	Equal Opportunity/Equity Assurance
David Boyd	Finance Department
Bruce Pagan	Fire Department
Kent Cash	Fleet Management Department
Joel Reitzer	General Services Department
Yvonne Pena	Human Relations Department
Alethea Bell	Human Resources Department
Constance Stancil	Neighborhood Improvement Services Department
Rhonda Parker	Parks and Recreation Department
Jose Lopez	Police Department
Katie Kalb	Public Works Department
Donald Long	Solid Waste Management Department
Kerry Goode	Technology Solutions Department
Mark Ahrendsen	Transportation Department
Don Greeley	Water Management Department

<b>Strategic Plan Liaisons Team</b>	
Germaine Brewington	Audit Services Department
Terry Capers	City Manager's Office
Lisa Varner	City Attorney
LaVerne Brooks	City Clerk
Jay Reinstein	Budget and Management Services Department
Roy Brockwell	City/County Inspections Department
Aaron Cain	City/County Planning Department
Diana Monaco	Community Development Department
Chris Dickey	Office of Economic and Workforce Development
Jim Soukup	911 Emergency Communications Department
Vincent Wingate	Equal Opportunity Equity Assurance Department
Joe Clark	Finance Department
Jeff Bunnell	Fire Department
Clayton Hearne	Fleet Management Department
Dean Pricer	General Services Department
Yvonne Pena	Human Relations Department
Kevin Patton	Human Resources Department
Gary Richards	Neighborhood Improvement Services Department
Mal Atkinson	Parks and Recreation Department
Keith Johnson	Police Department
Danial Morris	Public Works Department
Christina Tookes	Solid Waste Management Department
Robert Walker	Technology Solutions Department
Bob Dodson	Water Management Department
Tobin Freid	Sustainability Manager
Chantelle Fisher-Borne	Results Based Accountability Manager

<b>Implementation Team</b>	
Keith Chadwell	City Manager's Office
Bertha Johnson	Budget and Management Services Department
Steve Medlin	City/County Planning Department
Jim Soukup	911 Emergency Communications Department
Constance Stancil	Neighborhood Improvement Services Department
Beverly Thompson	Office of Public Affairs

Kerry Goode	Technology Solutions Department
Jay Reinstein	Budget and Management Services Department
Chris Boyer	General Services Department
Gina Morais	Parks and Recreation Department
Vickie Atkinson	Budget and Management Services Department