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Durham Master Aging Plan

2020 - 2025

Durham Master Aging Plan At-A-Glance

Overview

Like the rest of the nation, Durham is experiencing a significant growth in the number and proportion of older adults due to longer life spans and aging baby boomers. This increase in the number of older adults will have a significant social and economic impact in Durham, but also presents an opportunity to embrace older adults as a vital asset in which they contribute their experience and leadership, while continuing to add economic diversity as employers/employees and consumers.
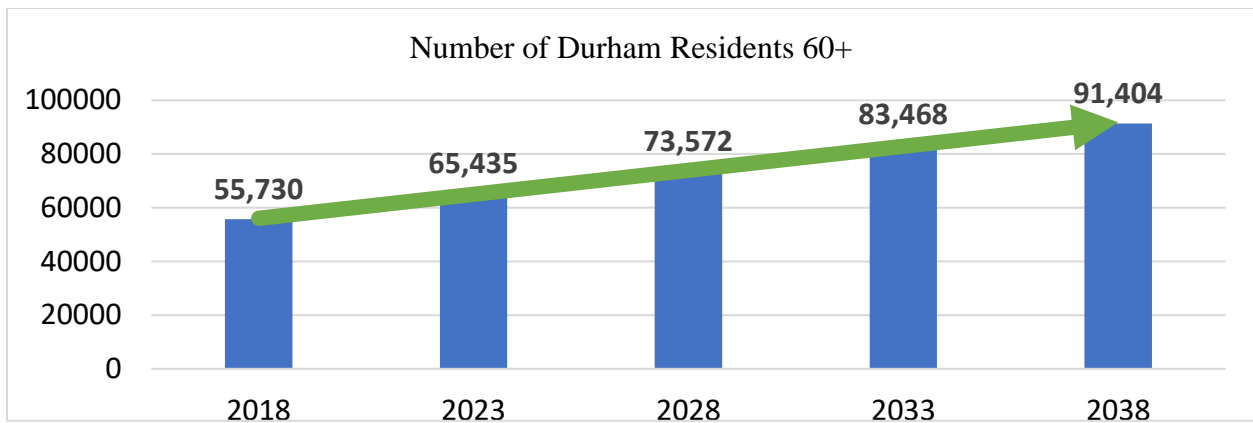
Figure 1Number of Durham County Residents, 2018 - 2038[i]

In 2030, the last baby boomers will turn 60 and Figure 1 and Table 1 shows the aging of Durham as the number older adults in Durham will grow from 55,730 to 91,404, which is a 64.0% increase in 20 years.[ii] Table 1 shows the overall anticipated growth in Durham for all age ranges.

Ages	Durham				Percent Change from 2018 - 2038
	2018		2038		
	# of Durham Residents	% of Durham Population	# of Durham Residents	% of Durham Population	
0 – 19	82,881	26.6%	104,045	25.7%	+25.5%
20 – 59	173,038	55.5%	209,042	51.7%	+20.8%
60 +	55,730	17.9%	91,404	22.6%	+64.0%
Total	311,640		404,491		+29.8%

Table 1 Demographic Trends in Durham County, 2018 and 2038[iii]

Characteristics of Durham County Residents: Total Population and Age 60+, 2018

Characteristics	Durham County, North Carolina	
	Total Estimate	60 years and over Estimate
SEX		
Male	47.8%	43.1%
Female	52.2%	56.9%
RACE AND HISPANIC OR LATINO ORIGIN		
One race	97.1%	99.0%
White	50.9%	60.3%
Black or African American	37.3%	34.6%
American Indian and Alaska Native	0.3%	0.3%
Asian	4.8%	3.1%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%
Some other race	3.7%	0.7%
Two or more races	2.9%	1.0%
Hispanic or Latino origin (of any race)	13.5%	2.8%
White alone, not Hispanic or Latino	42.1%	58.6%
POVERTY STATUS IN THE PAST 12 MONTHS		
Below 100 percent of the poverty level	16.4%	9.1%
100 to 149 percent of the poverty level	9.0%	7.0%
At or above 150 percent of the poverty level	74.6%	83.9%
With Food Stamp/SNAP benefits	11.7%	9.3%
EMPLOYMENT STATUS		
In labor force	67.9%	34.0%
Employed	63.8%	32.8%
Unemployed	3.9%	1.3%
Not in labor force	32.1%	66.0%
LANGUAGE SPOKEN AT HOME AND ABILITY TO SPEAK ENGLISH		
English only	81.1%	91.9%
Language other than English	18.9%	8.1%
Speak English less than "very well"	8.9%	4.1%
DISABILITY STATUS		
With any disability	10.3%	29.2%
No disability	89.7%	70.8%
VETERAN STATUS		
Veterans	6.5%	14.9%

Characteristics	Durham County, North Carolina	
	Total Estimate	60 years and over Estimate
EDUCATIONAL ATTAINMENT		
Less than high school graduate	12.3%	11.8%
High school graduate, GED, or alternative	17.0%	22.1%
Some college or associate degree	23.5%	24.2%
Bachelor's degree or higher	47.3%	41.9%
MARITAL STATUS		
Now married, except separated	42.0%	53.6%
Widowed	4.6%	18.3%
Divorced	10.4%	17.5%
Separated	2.5%	1.9%
Never married	40.5%	8.8%
HOUSEHOLDS BY TYPE		
Family households	57.9%	53.3%
Married-couple family	39.4%	40.4%
Female householder, no husband present, family	14.5%	10.2%
Nonfamily households	42.1%	46.7%
Householder living alone	33.2%	44.4%
Housing		
Owner-occupied housing units	53.5%	72.1%
Less than 30 percent (monthly cost as % of household income)	80.5%	76.2%
30 percent or more (monthly cost as % of household income)	19.5%	23.8%
Renter-occupied housing units	46.5%	27.9%
Less than 30 percent (monthly cost as % of household income)	54.2%	44.5%
30 percent or more (monthly cost as % of household income)	45.8%	55.5%

Table 2 Characteristics of Durham County Residents, Total Population and 60+, 2018[iv]

Durham Master Aging Plan (MAP): Background, Process, Vision, Mission, Values & Cross-Cutting Issues

The City of Durham and Durham County recognized the importance of developing a Master Aging Plan (MAP) that not only celebrated aging, but also meets the needs and engages the strengths of all residents toward the goal of building a safe, affordable, accessible, connected, and inclusive community for all ages, races, ethnicities, gender identities and abilities.

To achieve this vision, Durham County and the City of Durham made a commitment to join the AARP Network of Age-Friendly Communities and the World Health Organization Global Network of Age-Friendly Cities and Communities. On January 8, 2019, Wendy Jacobs, Chair of

the Durham Board of County Commissioners, and Steve Schewel, Mayor of Durham, affirmed their commitment by signing Durham's Age-Friendly Community membership application. This first step in the MAP, confirmed a shared dedication to provide fiscally responsible, quality services necessary to promote an age-friendly community.

Development of the Durham MAP was led by Durham's Partnership for Seniors (DPfS), a long-standing coalition of service providers and community volunteers focused on improving the lives of older adults in Durham. DPfS advocates for older adult issues, promotes and facilitates partnerships, and identifies opportunities to improve the quality of life for Durham residents. Additionally, the Durham County Board of Commissioners has mandated DPfS to serve as the advisory committee for the Home and Community Care Block Grant (HCCBG). In this role, DPfS functions as a resource to the lead aging agency (DCo DSS) by obtaining input and consensus from older adults, care partners, and providers on how to allocate HCCBG funds among aging service providers in Durham.

Durham stakeholders used a facilitated process over ten months to complete the MAP. The process involved two interconnected entities, a Steering Committee and 5 working groups. Both the Steering Committee and the five working groups' memberships included representatives from community-based organizations who work with older adults, healthcare, public health, Durham City and County government agencies as well as individual older adults.

While the design process was modeled after Orange County's Department on Aging MAP process, the working groups and plan components were tailored. This included collapsing the nine livability domains into five working groups so that the process would be completed within a year.

The five Durham MAP working groups are:
- Civic Participation/ Employment
- Outdoor Spaces/ Transportation
- Housing
- Community Support & Health Services/ Older Adult Hunger & Nutrition
- Social Inclusion/ Social Participation/ Elder Abuse, Neglect and Exploitation.

The five working groups each had four in-person meetings to design key components of their domains: domain definition(s), goal statements, strategies, and indicators. In-between each stage of the planning, the DPfS coordinator and MAP's facilitator engaged the Steering Committee and broader Durham community for feedback. Throughout the process, the Steering Committee and working groups focused-on:

- Alignment between the domains' components as well as checking-in about language and concepts used in the MAP's components.

- Sharing information about emerging local and state-level initiatives that are relevant to the MAP and quality of life for older adults. For example, regular updates about community-level activities related to the 2019 Durham housing bond and NCCARE360 implementation were shared at the working groups', mid-year check-in and Steering

Committee meetings.

- On-going stakeholder engagement to bring-in new perspectives at the working group levels. The process used an "open door" policy so that all stakeholders were kept updated about MAP activities and were encouraged to attend both the working and Steering Committee meetings.

The MAP process began with a kick-off event in March. Stakeholders participated in group discussions organized around the nine livability domains. Their ideas around current challenges/ barriers and strategies for each were collected and shared at the first meetings of the working groups. The Racial Equity Institute provided its Groundwater Approach Training at the kick-off meeting as well.

In August, MAP stakeholders participated in a mid-point check-in meeting. The desired outcomes of that convening were:

- Shared understanding about the vision, mission, and values of the Durham MAP.
- Insight about the MAP's cross-cutting issues, including key information about Durham-specific data and promising/ best practices.
- Shared learning about each of the working group's completed components.
- An opportunity to provide feedback about the components and the overall MAP process, including recommendations for how we should incorporate our shared learning about the cross-cutting issues going forward.

Durham MAP Vision

Durham is a thriving, vibrant, diverse, and inclusive community that respects and values aging adults of all races, abilities, and socio-economic status. It offers abundant opportunities for all residents to engage, live, work, worship, learn, play, and age in-community with dignity by building a sense of belonging.

Durham MAP Mission

Working in concert with City and County departments, community members, the private and non-profit sectors; Durham will celebrate aging as well as meet the needs and engage the strengths of all residents toward the goal of building a safe, affordable, accessible, connected, and inclusive community for all ages through its Master Aging Plan.

Durham MAP Values

Durham's Master Aging Plan holds and is committed to fostering the following values:

- Respect
- Inclusion
- Engagement
- Equity

- Diversity
- Dignity
- Integrity
- Worth
- Connectedness
- Capacity

- Self-determination
- Person-centered
- Well-being
- Safety
- Joy

Durham MAP Steering Committee members and individuals who participated in the design process identified nine cross-cutting issues to be integrated into all aspects of the MAP. They are socioeconomic status, racial equity, LGBTQ+, dementia, communication and information, intergenerational opportunities, social isolation, safety/emergency preparedness and accessibility.

At the August check-in meeting; definitions, Durham-specific data and strategies for each cross-cutting issue were presented. Throughout the planning process, stakeholders participating in the MAP design process as well as the Steering Committee worked to incorporate all crosscutting issues into each component of the plan.

Specific recommendations for deepening integration of the cross-cutting issues into the MAP's implementation, monitoring and evaluation include:

- *Socio-economic status (SES):* Older adults who have lower SES are experts in their lived experience. They understand barriers and know what the solutions should be to improve quality of life in Durham. Community-level coordination to address social drivers of health should be strengthened and additional support should be given to community-based organizations that directly engage older adults who have lower SES.[v] This includes deploying user-friendly supports that are tailored to meet older adults where they are and that respects their autonomy.

- *Racial Equity*: Racial equity is a process and an outcome. We apply racial equity as a process when those most impacted by racial inequalities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives. We achieve racial equity when race no longer determines one's socioeconomic and health outcomes.[vi] It is when everyone has what they need to thrive - no matter where they live. As a process, racial equity should include internal organizational reflection and development. Race equity should never be solely a program that organizations and institutions push-out to communities. Additionally, Durham should strive to use an intersectional approach to data collection and community engagement. This will mean: (1) Collecting data by age, race, gender, and other social categories if possible. (2) Analyzing data to identify which populations are the most negatively impacted by a community issue. (3) Engaging people who are the most negatively impacted at the beginning of the process so that their experiences, perspectives, and expertise are centered.[vii]

- *LGBTQ+:* LGBTQ+ older adults know with whom and where their support exists and where support is lacking in Durham. Additionally, Durham organizations should assume

that that 4% of their clients and/or stakeholders are LGBTQ+ individuals.[viii] Organizations must adopt nondiscrimination policies and practices with specific references to sexual orientation and gender identity. This includes data collection that goes beyond the binary definition of gender that is limited to "male" and "female." We all should recognize that social networks are key to sustaining wellbeing for LGBTQ+ individuals. However, Adult Protective Services' relationship with the LGBTQ+ community should be strengthened because of the increased risk of elder abuse, neglect, and exploitation to LGBTQ+ individuals. Additionally, a growing body of evidence indicates that Black and Latinx LGBTQ+ adults aged 50 and older experience higher disparities in health and well-being when compared with their heterosexual and white LGBTQ+ peers.[ix]

- *Dementia:* More than 5 million older adults in the United States are living with Alzheimer's, the most common form of dementia. By 2050, this number could rise as high as 16 million. The experiences of a person living with dementia are complex, but this does exclude them from having meaningful relationships and purposeful lives. Support, along with evidence-based programs and policies can enhance the quality of care for people living with dementia and their care partners.[x]

- *Communication/ Information-sharing*: Durham MAP is an opportunity to reframe aging and to build a better understanding of aging, ageism and what it will take to create a more integrated community. In an age-friendly community, communication/information-sharing is distributed widely, provided both orally and in print and uses plain language. This includes easy to understand automated communication and communication technology that is widely available.

- *Social Isolation*: Older adults are at an increased risk for loneliness and social isolation because they are more likely to face factors such as living alone, the loss of family and friends, chronic illness, and hearing loss. Recent studies found that social isolation significantly increased a person's risk of premature death. Older adults who are socially isolated have a 50% increased risk of developing dementia. Social isolation is associated with higher rates of depression, anxiety, and suicide. Additionally, older adults who are immigrants and/or who identify as LGBTQ+ experience social isolation more than other groups.[xi] Age-friendly communities are designed to mitigate social isolation. Programs and services, including employment and volunteer opportunities, should be designed at the neighborhood level and use asset-based community development approaches to meaningfully engage older adults. Additionally, data should be collected regularly that identifies specific populations in Durham who are underutilizing services that prevent and/or decrease social isolation.

- *Intergenerational Opportunities:* Programs, funding streams and service delivery systems that are age-segregated have created silos. They prevent us from solving complex community issues that adversely impact people of all ages. Additionally, our society views both older adults and youth as consumers and not contributors to communities. These two groups' interests are often pitted against one another and they are forced to compete for resources. Durham will benefit from approaching aging using an

intergenerational lens. The activation of intergenerational relationships will bolster a shared sense of civic responsibility and identity. Community assets like accessible outdoor spaces, buildings, and transportation foster intergenerational connections and should be increased throughout Durham and specifically in locations where these community assets are limited and/or nonexistent.

- *Emergency Preparedness/ Safety*: Emergency preparedness education must reflect the needs of older adults. This should include prioritizing engagement with transit-dependent older adults about emergency/disaster preparedness and planning. Additionally, emergency preparedness/ safety intersects with other cross-cutting issues. For example, identifying existing resources, opportunities, best practices, and gaps to address social isolation among older adults will strengthen Durham's emergency preparedness/safety.

- *Accessibility*: In an age-friendly Durham, "accessibility" has several meanings: physical accessibility, financial accessibility, language accessibility, etc. Engaging older adults, particularly those who face multiple barriers, is essential for Durham to increase accessibility.

Three themes have emerged from the Durham MAP cross-cutting issues:

1. The MAP must reflect the complex needs and lived experiences of older adults who face intersecting challenges because of their race, gender identity, socioeconomic status, health condition, and social context. Recognition of older adults' social networks and expertise as well as respect of their autonomy should be prioritized by all Durham stakeholders.

2. Effective implementation of the MAP starts with direct engagement with the same individuals who are most impacted by barriers.

3. Durham becoming a more age-friendly community will require broad-based, inter-sectoral collaboration and coordination.

Durham MAP Implementation

Prior to the last design meetings, the MAP Steering Committee reviewed implementation strategies used by Orange County, North Carolina, Portland, Oregon, and Washington DC. The Committee then used this information to identify initial next steps for implementing Durham's MAP.

The initial steps are:

- Identify a backbone organization or structure to manage several roles related to MAP implementation, monitoring and evaluation: funding, research, quality improvement, program evaluation and measurement.

- Recruit additional Durham stakeholders to join the Steering Committee.

- Transition the five Livability Working Groups that designed the MAP to Implementation Working Groups. The groups' overall purpose would be to develop and monitor action plans for MAP strategies, determine the timeframe for these action plans and prioritize the implementation of these strategies based on funding and operational feasibility.

By formally entering the AARP Network of Age-Friendly Communities and the World Health Organization Global Network of Age-Friendly Cities and Communities, Durham signaled to these entities a commitment to successfully implement the MAP. In 2021, Durham will move out of the planning phase (Years 1 & 2) and into the implementation phase (Years 3 - 5) when the MAP is formally submitted to AARP and the World Health Organization. Both entities require a MAP evaluation report submitted to them at the end of Year 5. To successfully implement the MAP and track the data for this evaluation report, implementation workgroups will be convened at least quarterly (every 3 months) to track progress on the MAP strategies, make plans to reach indicators, share information and collaborate across community organizations. Implementation workgroup leaders will be responsible for identifying stakeholders and inviting them to become members of the workgroup, convening meetings, building agendas, assessing current goals, strategies, and indicators in light of the COVID Pandemic, engaging community stakeholders across the county, and tracking progress on the MAP goals and indicators. In addition to working group meetings, workgroup leaders will meet quarterly as the implementation team. These meetings will provide opportunities for workgroup leaders to discuss issues and successes during implementation. These meetings will also provide an opportunity to plan for biannual steering committee meetings and quarterly presentations to DPfS.

Durham MAP Domains, Goals, Strategies & Indicators

Outdoor Spaces and Buildings

Outdoor space is available throughout Durham and meets the needs of all users. Green space and buildings are plentiful, affordable, accessible, well-maintained, beautiful, inviting, and safe for all.

Goal 1: Assess and improve current outdoor spaces to maximize beauty, use, and access for all ages.

- Strategy 1 – Survey Durham's outdoor spaces to better understand and prioritize where improvements are needed, with specific emphasis on hearing from community members who lack access to outdoor spaces that are well-maintained, beautiful, inviting, and safe.
    - Indicators: Geographic Information System Mapping (GIS) to inform where to invest and acquire land for future park in under-served areas and ensure equitable project development that works towards the goal of 70% residents living within a ten-minute walk to public parkland by 2040.[xii]
    - Lead Agency: City of Durham Parks & Recreation

- Strategy 2 – Build additional sidewalks in Durham communities where there are none. Ensure existing sidewalks are well-maintained and in compliance with American with Disabilities Act (ADA) standards.
    - Indicators: Prioritized capital funding towards priority sidewalk construction and repair projects identified within the Bike+Walk Plan.[xiii]
    - Lead Agency: City of Durham Public Works

- Strategy 3 – Increase the number of pedestrian crossings and cycle paths that meet ADA accessibility and safety standards.
    - Indicators: Inventory of areas within Durham where pedestrian crossings and cycle paths do not meet accessibility and safety standards.
    - Lead Agency: City of Durham Transportation Department

Goal 2: Collaborate with public and private partners to support inclusive and equitable access to outdoor spaces and buildings.

- Strategy 1 – Create underlying principles that define what "inclusive access" should look like for Durham.
    - Indicators: Examination and application of National Recreation and Parks Association, Parks for Inclusion Initiative;
    - Lead Agency: City of Durham Parks & Recreation

- Strategy 2 – Prioritize where new inclusive and intergenerational outdoor spaces should be located by convening a working group of intended users.
    - Indicators: Working group that includes older adults, racial and ethnic minorities, individuals with physical and cognitive disability inclusion, LGBTQ+ individuals,

and immigrants and refugees modeled after National Recreation and Park Association, *Parks for Inclusion: Guidelines for Developing an Inclusion Policy*.
- o Lead Agency: City of Durham Parks & Recreation

- Strategy 3 – Improve outdoor safety by using aging, accessibility, and racial equity as lenses for design.
  - o Indicators: Updated Durham Comprehensive Plan will reflect the needs and preferences of older adults, individuals living with disabilities, and communities that have been historically marginalized because of their race/ethnicity.
  - o Lead Agency: Durham City-County Planning

- Strategy 4 – Improve access to public restrooms that are clean, well-maintained, and accessible.
  - o Indicators: Inventory and update *Going Public: An Assessment of Restroom Facilities in City of Durham Parks* that includes name and location, hours, and features (e.g., City of Boston).
  - o Lead Agencies: City of Durham General Services & Parks and Recreation

Goal 3: Publicize availability and encourage healthy use of outdoor spaces by older adults and all ages.
- Strategy 1 – Provide opportunities for, and promote enjoyable, healthy behaviors in Durham.
  - o Indicators: Number of wellness/fitness opportunities provided; Percentage increase in participation in wellness/fitness opportunities; Percentage of survey respondents rating wellness/fitness opportunities as "meeting" or "exceeding" expectations.[xiv]
  - o Lead Agency: City of Durham Parks & Recreation

- Strategy 2 – Provide both traditional and innovative means of monitoring and reporting maintenance issues, safety concerns, and condition of outdoor spaces and public buildings.
  - o Indicators: Develop a reporting feedback loop from community members to ensure accountability and measure effectiveness of the response.
  - o Lead Agencies: City of Durham One Call; City of Durham Parks & Recreation

Transportation
Transportation is available throughout Durham. It is accessible, affordable, safe, equitable, respectful, and comfortable for pedestrians, cyclists, and drivers. Transportation meets the needs of all users.

Goal 1: Decrease barriers to affordable, safe, equitable and accessible transportation options.
- Strategy 1 – Assess the current transportation system by engaging older adults, users, and the other community stakeholders.
    - Indicators: Publicize and increase participation at the bi-monthly GoDurham Public Meetings.
    - Lead Agency: City of Durham Transportation Department

- Strategy 2 – Promote current methods of receiving feedback from community members to ensure accountability and develop innovative reporting mechanisms to ensure equitable access to information about transportation in Durham.
    - Indicators: Develop a reporting feedback loop from community members to ensure accountability and measure effectiveness of the response.
    - Lead Agency: City of Durham Transportation Department

- Strategy 3 – Increase access to a variety of transportation options particularly for community members who have accessibility and financial barriers. This includes public transportation and ride share programs. Ensure there is equitable access to regional transportation.
    - Indicators: Creation of a Mobility Management Program within City of Durham Transportation Department; Development and implementation of a Durham Volunteer Driver program.
    - Lead Agencies: City of Durham Transportation Department; Durham Center for Senior Life

- Strategy 4 – Increase transportation access to health and social services by encouraging innovative programs, such as a GoDurham express shuttle to affordable grocery stores for older adults living in downtown Durham. Mobilize services to increase transportation access to health and social services.
    - Indicators: Implementation of GoDurham Seniors Route Pilot
    - Lead Agencies: City of Durham Transportation Department; End Hunger Durham

Goal 2: Promote and provide accessible, clean, and safe public transportation.
- Strategy 1 – Ensure comprehensive information on how to access transportation options in Durham is current and readily available. Produce paper and digital maps that are available in all languages used in Durham.
    - Indicators: Easy to read user guides are published and regularly updated; Distribution locations for transportation information are identified and supplied with updated information; Regularly scheduled trainings and workshops on how to utilize the TransLoc mobile app.
    - Lead Agencies: City of Durham Transportation Department; Durham Center for Senior Life

- Strategy 2 – Support passengers who have accessibility needs. This includes safety, disability sensitivity and awareness, and bus etiquette training for both passengers and drivers.

- Indicators: Inventory of trainings for drivers that addresses disability sensitivity and awareness and accessibility; Development and implementation of social marketing campaign on public transportation etiquette.
- Lead Agency: City of Durham Transportation Department

- Strategy 3 – Equitably distribute transit amenities, such as bus shelters, benches, and lighting to promote safety and comfort. Continuously evaluate public transportation routes and stops to note any gaps, needs, and disrepair.
  - Indicators: Inventory of current transit amenities and their locations; Publicize and increase participation at the bi-monthly GoDurham Public Meetings.
  - Lead Agency: City of Durham Transportation Department

Goal 3: Design a flexible transportation system that allows Durham's aging population to safely engage in walking and bicycling.
- Strategy 1 – Provide and design infrastructure through the lens of aging, such as well-maintained sidewalks, protected bike lanes, crosswalks, shaded rest areas with benches, lighting, bike storage, and readability/visibility of signs.

  - Indicators: Updated Durham Comprehensive Plan will reflect the needs and preferences of older adults, individuals living with disabilities, and communities that have been historically marginalized because of their race/ethnicity.
  - Lead Agencies: Durham City-County Planning; City of Durham Transportation Department

- Strategy 2 – Support walking and biking safety programming. Provide information on how to walk and bike safely in Durham and include maps on low-stress areas and walking trails.
  - Indicators: Language accessible *Durham Bike & Hike* maps are published and regularly updated; Distribution locations for *Durham Bike & Hike* maps are identified and supplied with updated information; Development of *Durham Bike & Hike* mobile app.
  - Lead Agencies: City of Durham Parks & Recreation; City of Durham Transportation Department

Goal 4: Create a system that supports aging drivers and facilitates a transition from their personal vehicle to other transportation options.
- Strategy 1 – Ensure that older adult driver education is readily available and affordable for all.
  - Indicators: Inventory existing driver safety and education programs for older adults; Implementation of sliding scale cost for Duke Driving Outpatient Occupational Therapy evaluation.
  - Lead Agencies: AARP North Carolina; Duke Health Outpatient Occupational Therapy

- Strategy 2 – Increase availability of targeted education about local and regional public transportation systems and how older adults can access it.
  - Indicators: Regularly scheduled classes on subjects such as Travel Training, Uber/Lyft, and TransLoc are held at the Durham Center for Senior Life, libraries and community centers, and older adult housing communities.
  - Lead Agencies: City of Durham Transportation Department; Durham Center for Senior Life; Alliance of Disability Advocates

- Strategy 3 – Provide education and resources that support family members and care partners in facilitating the difficult conversation of when an older adult should stop driving.
  - Indicators: Dissemination of AARP's *We Need to Talk* online workshop.
  - Lead Agency: AARP North Carolina

Goal 5: Provide both traditional and innovative means of monitoring and reporting maintenance issues, safety concerns, and condition of Durham's transportation systems.
- Strategy 1 – Publicize current reporting mechanisms.
  - Indicators: Publicize and increase participation at the bi-monthly GoDurham Public Meetings, customer feedback number (919-485-RIDE/7433), and godurhamtransist.org/feedback.
  - Lead Agency: City of Durham Transportation Department

- Strategy 2 – Convene an intergenerational and racially equitable group to develop innovative reporting mechanisms.
  - Indicators: Develop a reporting feedback loop from community members to ensure accountability and measure effectiveness of the response.
  - Lead Agency: City of Durham Transportation Department

Housing

In an age-friendly Durham, all people have a diverse variety of housing options from which to choose. This includes housing that is affordable, safe, community-oriented, environmentally friendly, inclusive, accessible, and designed or able to be modified for aging.

Goal 1: Develop and enforce housing laws that prevent discrimination against people based on their age, race, gender identity, socio-economic class, and sexual orientation.
- Strategy 1 – Conduct an Affirmatively Furthering Fair Housing Assessment to analyze challenges to fair housing choice and inform goals and priorities to address housing barriers.
  - Indicators: Affirmatively Furthering Fair Housing Report
  - Lead Agency: City of Durham Community Development

- Strategy 2 – Develop transparent mechanism for Durham residents to submit complaints about housing discrimination and substandard housing.

- o Indicators: Number of Proactive Rental Inspection Program (PRIP) filings; Updated description of the PRIP process on the Neighborhood Improvement Services website; Community outreach events on PRIP; Number of Housing Discrimination complaints; Updated description of the Housing Discrimination complaint process on Neighborhood Improvement website; Number of community outreach events on Fair Housing
  - o Lead Agency: City of Durham Neighborhood Improvement Services

Goal 2: Provide innovative housing options that are available for all ages and income levels.
- Strategy 1 – Implement innovative programs that have been effective in reducing barriers to housing for older adults.
  - o Indicators: Number of Accessory Dwelling Units and Duplexes
  - o Lead Agency: Durham City-County Planning

- Strategy 2 – Increase access to all types of financing options for families struggling to remain in their home.
  - o Indicators: Inventory of best/promising practices models that reduce barriers to housing for older adults; Public-private partnerships are developed to increase affordable housing options for older adults.
  - o Lead Agency: City of Durham Community Development

- Strategy 3 – Streamline process for home repair and improvement services.
  - o Indicators: Wait times are decreased for residents needing urgent home repairs; Number of accessibility repairs performed is increased.
  - o Lead Agencies: City of Durham Neighborhood Improvement Services; Durham Habitat for Humanity; Rebuilding Together of the Triangle

Goal 3: Improve collaboration between community residents, private and public entities.
- Strategy 1 – Utilize City of Durham's Equitable Engagement Blueprint to learn about specific housing needs, preferences, and innovative solutions from Durham residents who are the most impacted by housing barriers.
  - o Indicators: New partnerships among older adults, local community-based organizations, faith communities, Durham's public sector and commercial builders are created.
  - o Lead Agency: City of Durham Community Development

- Strategy 2 – Inventory existing housing stock for older adults and prepare a report describing its affordability and availability.
  - o Indicators: Report about existing housing stock is completed.
  - o Lead Agencies: City of Durham Community Development; Durham Housing Authority; Durham's Partnership for Seniors

Goal 4: Improve how information about housing is shared with community members.
- Strategy 1 – Design a dissemination plan that includes incorporating preferences for how people want to receive the information.
  - Indicators: Resident survey to better understand how they prefer to receive and access information (e.g., online survey, focus group discussions).
  - Lead Agency: City of Durham Community Development; Durham County and City of Durham Public Information Offices;

- Strategy 2 – Develop mechanism to receive feedback from community members to ensure accountability and measure effectiveness of the messaging.
  - Indicators: Develop a reporting feedback loop from community members to ensure accountability and measure effectiveness of the response. \
  - Lead Agencies: City of Durham Community Development; Durham County and City of Durham Public Information Offices;

Social Participation
In an age-friendly Durham, social participation is essential to improving individual and community health, well-being, and resources. Social participation means meeting people where they are and honors their right to self-determination.

Goal 1: Expand opportunities for individuals to connect around common interests while cultivating a sense of belonging.
- Strategy 1 – Inventory and map current social participation opportunities available to older adults in Durham (e.g., faith-based, Parks & Recreation, government, community-based organizations, Durham Center for Senior Life).
  - Indicators: Inventory of recurring social participation opportunities available to older adults in Durham.
  - Lead Agencies: Durham Center for Senior Life; Durham's Partnership for Seniors

- Strategy 2 – Address gaps and barriers to social participation for older adults in existing opportunities, activities, and events.
  - Indicators: Assessment of gaps and barriers to social participation for older adults in Durham.
  - Lead Agencies: Durham Center for Senior Life; City of Durham Parks & Recreation

- Strategy 3 – Promote social opportunities for older adults, including details about accessibility of facilities and transportation options.
  - Indicators: Create and maintain a centralized information database that includes a community calendar, programming, and classes; Promotion of social opportunities will include cost information and if there are scholarship or reduced rates available, facility accessibility, and how to the location using public transportation.

- Lead Agency: City of Durham Parks & Recreation; Durham Center for Senior Life

- Strategy 4 – Ensure social participation opportunities are inclusive and intergenerational.
    - Indicators: Assessment and application of best and promising models of inclusive and intergenerational social opportunities.
    - Lead Agencies: Durham Center for Senior Life; City of Durham Parks & Recreation

- Strategy 5 – Develop and expand current programs that allow for in-reach for older adults who are home-bound or at-risk of experiencing social isolation.
    - Indicators: Number of older adults served by Durham County Library Older Adult & Shut-In Service (OASIS)
    - Lead Agencies: Durham Center for Senior Life; Meals on Wheels of Durham; Durham County Library

Respect & Inclusion

In an age-friendly Durham, older adults are celebrated and aging itself is not considered a barrier to engagement and inclusivity in all things.

Goal 1: Broaden our community's understanding of the value of the inclusion of older adults.
- Strategy 1 – Value and include older adults in all aspects of Durham's social life.
    - Indicators: Maintain AARP/WHO Age-Friendly designation and commitment to the implementation and evaluation of Durham's Master Aging Plan.
    - Lead Agency: Durham County Manger; City of Durham Manager

- Strategy 2 – Identify and address stereotypes, stigmas, and barriers to inclusivity for older adults and promote positive media visibility of older adults.
    - Indicators: Examination and application of *Finding the Frame: An Empirical Approach to Reframing Aging and Ageism*
    - Lead Agencies: Durham's Partnership for Seniors, Durham Center for Senior Life

- Strategy 3 – Inventory and expand intergenerational enrichment opportunities.
    - Indicators: Number of programs identified, created, and participation.
    - Lead Agencies: City of Durham Parks & Recreation; Durham Center for Senior Life; Retired Senior Volunteer Program; Durham Public Schools

Goal 2: Enhance the wellbeing of persons living with dementia through an inclusive and creative community of care approach within a strengthened dementia-capable system of supports and services.
- Strategy 1 – Improve community-wide systems for identifying persons with dementia including those living alone and those aging with intellectual and developmental disabilities with dementia.

- Indicator: Assessment of the number of people in Durham who have dementia, are living alone and those with intellectual and developmental disabilities plus dementia
- Lead Agency: Dementia Inclusive Durham

- Strategy 2 – Engage persons with dementia, their families, care partners, and the community at large in a creative community of care approach to promote wellbeing.
  - Indicator: Inventory and application of best/promising practices for engaging persons with dementia and their families.
  - Lead Agency: Dementia Inclusive Durham

- Strategy 3 - Effectively serve and support persons with dementia, those living alone, and those aging with intellectual and developmental disabilities with dementia and their families through an expanded and strengthened dementia-capable workforce.
  - Indicator: Assessment of existing dementia-capable workforce and its engagement with persons with dementia and their families.
  - Lead Agency: Dementia Inclusive Durham

- Strategy 4 - Enhance family care partners' skills in understanding and coping with challenging behaviors.
  - Indicators: Assessment of skills of care partners who have family member with dementia.
  - Lead Agency: Dementia Inclusive Durham

- Strategy 5 - Establish a comprehensive dementia education program for the public.
  - Indicator: Assessment of public's awareness of dementia; Inventory of best/promising practices for a comprehensive dementia education program.
  - Lead Agency: Dementia Inclusive Durham

Civic Participation & Employment

An age-friendly Durham provides safe ways older adults can, if they choose to, work for pay, volunteer their skills, and be actively engaged in community life.

Goal 1: Establish and maintain a clear, equitable, and accessible volunteer and employment opportunities information network.
- Strategy 1 – Inventory existing volunteer and employment opportunities for older adults.
  - Indicators: Number of monthly volunteer and employment opportunities for older adults.
  - Lead Agencies: The National Caucus & Center for Black Aging, Inc.; Triangle Nonprofit & Volunteer Leadership Center; Activate Good; Retired Senior Volunteer Program

- Strategy 2 – Identify and recruit a partner organization that has the capacity to organize an information network of volunteer and employment opportunities.

- o Indicators: Volunteer and Employment Hub for Older Adults
- o Lead Agency: The National Caucus & Center for Black Aging, Inc.; Triangle Nonprofit & Volunteer Leadership Center; Activate Good; Retired Senior Volunteer Program

- Strategy 3 – Increase awareness of existing organizations that provide volunteer and employment opportunities.
  - o Indicators: Develop a designation for Age-Friendly Employers and Age-Friendly Volunteer Organizations.
  - o Lead Agencies: The National Caucus & Center for Black Aging, Inc.; Triangle Nonprofit & Volunteer Leadership Center; Activate Good; Retired Senior Volunteer Program

Goal 2: Expand volunteer and employment opportunities in Durham.
- Strategy 1– Identify existing organizations to expand volunteer and employment opportunities for older adults.
  - o Indicators: Number of monthly volunteer and employment opportunities for older adults.
  - o Lead Agencies: The National Caucus & Center for Black Aging, Inc.; Triangle Nonprofit & Volunteer Leadership Center; Activate Good; Retired Senior Volunteer Program

- Strategy 2 – Identify and expand training opportunities for older adults.
  - o Indicators: Inventory current training opportunities for older adults and identify opportunities for expansion.
  - o Lead Agencies: The National Caucus & Center for Black Aging, Inc.; Durham Center for Senior Life

- Strategy 3 – Provide workshops around new employment opportunities like remote working, entrepreneurship, and transitioning into 2nd and 3rd careers.
  - o Indicators: Develop and implement a quarterly workshop seminar schedule on employment topics.
  - o Lead Agencies: AARP NC, The National Caucus & Center for Black Aging, Inc., Durham Center for Senior Life

Goal 3: Build community awareness of the value of older adults in employment, volunteer, and civic participation.
- Strategy 1 – Reframe aging and the messaging around the value of older adults in employment and volunteering.
  - o Indicators: Examination and application of *Finding the Frame: An Empirical Approach to Reframing Aging and Ageism*
  - o Lead Agency: Durham Center for Senior Life; Durham's Partnership for Seniors; The National Caucus & Center for Black Aging, Inc.

Goal 4: Build inclusive partnerships that foster civic participation and employment for older adults.
- Strategy 1 – Facilitate membership of older people in all aspects of the public, private and the volunteer sectors.
    - Indicators: Assess gaps and barriers for older adults in civic participation, volunteering, and paid employment.
    - Lead Agency: Durham's Partnership for Seniors, Durham Center for Senior Life,

- Strategy 2 – Identify businesses that employ older adults.
    - Indicators: Create an Age-Friendly Employer Designation.
    - Lead Agency: Greater Durham Chamber of Commerce; The National Caucus & Center for Black Aging, Inc.

Goal 5: Promote equitable voter participation and civic participation throughout Durham.
- Strategy 1 – Partner with existing nonpartisan voting groups to increase knowledge among older adults about the voter requirements, voting periods and deadlines, and poll locations.
    - Indicators: Number of outreach events and contacts.
    - Lead Agencies: You Can Vote, Durham County Board of Elections

- Strategy 2 – Encourage older adults from underrepresented demographics to run for political offices.
    - Indicators: Number of older adults from underrepresented demographics who are running for office.
    - Lead Agency: Durham Congregations, Associations, and Neighborhoods

- Strategy 3 – Coordinate transportation of older adults to polling locations.
    - Indicators: Assessment of existing transportation options to polling locations; Identify ride-share and carpool programs that provide transportation to polling locations;
    - Lead Agency: AARP NC

- Strategy 4 – Ensure all polling locations are accessible, which is to include from bus stop locations.
    - Indicators: Accessibility audit for all polling locations.
    - Lead Agency: Durham County Board of Elections

Communication & Information
In an age-friendly Durham, residents will know what services are available and have access to information by a means they prefer, whether it is online, in print, through telephone, or in person.

Goal 1: Communicate information in an accessible and user-friendly manner to residents and organizations.

- Strategy 1 – Create an age-friendly communication plan to disseminate information to residents and organizations.
    - o Indicators: Communication workgroup among governmental public information offices and organizations who serve and work with older adults; Durham Age-Friendly Communication Plan; Monthly Durham's Partnership for Seniors email newsletter.
    - o Lead Agencies: Durham County and City of Durham Public Information Offices; Durham's Partnership for Seniors; Durham Center for Senior Life

- Strategy 2 – Survey residents to better understand how they prefer to receive and access information.
    - o Indicators: Online survey data; Focus group discussion data.
    - o Lead Agencies: Durham County and City of Durham Public Information Offices; Durham's Partnership for Seniors; Durham Center for Senior Life

Goal 2: Identify and inventory information sources and materials on resources, programs, and services.

- Strategy 1 – Assess and update the current aging network resource guides, program, and service brochures and how they are currently disseminated.
    - o Indicators: Durham Center for Senior Life Resource Directory; City of Durham Parks & Recreation Play More Guide; Durham Center for Senior Life Program Newsletter; Durham Center for Senior Life website analytics; City of Durham Parks & Recreation Play More Guide website analytics;
    - o Lead Agencies: Durham Center for Senior Life; City of Durham Parks & Recreation; Durham Network of Care; Durham Community Resource Connections for Aging & Disabilities

Goal 3: Information is accessible and culturally competent for all users.

- Strategy 1 – Information on programming and services are accessible and culturally competent for all residents.
    - o Indicators: Materials are available in all languages used in Durham and in formats accessible for the blind and visually impaired and deaf and hard of hearing community; Materials are available on local television, in print and online.
      Lead Agencies: Durham County and City of Durham Public Information Offices; Durham Center for Senior Life; City of Durham Parks & Recreation; Durham Network of Care; Durham Community Resource Connections for Aging & Disabilities

An age-friendly Durham has community supports and comprehensive health services that span the continuum of care, including sufficient nutrition, that residents can readily access and afford.

Goal 1: Improve coordination among community-based, healthcare, and governmental organizations to engage and support individuals.
- Strategy 1 – Identify innovative funding strategies to enhance collaboration.
  - Indicators: Number of identified funding sources; Number of completed applications for grants and/or funding opportunities.
  - Lead Agency: Durham Community Resource Connections for Aging & Disabilities

- Strategy 2 – Facilitate stakeholders working with older adults to participate in the implementation of NCCARE 360. Provide ongoing engagement to ensure it is a useful information, referral, and service coordination tool.
  - Indicators: Number of older adult service providers utilizing NCCARE360; Participation in the NCCARE360 Advisory Board; NCCARE360 utilization data for older adult service providers
  - Lead Agency: Durham Community Resource Connections for Aging & Disabilities

Goal 2: Improve access to comprehensive health services.
- Strategy 1 – Minimize financial barriers that impede access to care. Expand funding for key gaps in healthcare for older adults living in Durham: preventative, behavioral health, oral, nutrition, audiology, immunization, and sexually transmitted infection screenings.
  - Indicators: Inventory of healthcare gaps for older adults; Inventory of providers who provide care at no cost or at a sliding-scale cost;
  - Lead Agency: Durham Community Resource Connections for Aging & Disabilities

- Strategy 2 – Invest resources and cost-savings into the community and community-based organizations that work with older adults.
  - Indicators: Annual amount invested back into the community and awarded to community-based organizations.
  - Lead Agency: Duke Connected Care; Duke University Health System Community Benefit

- Strategy 3 – Increase transportation access to health and social services by encouraging innovative programs, such as a GoDurham express shuttle to affordable grocery stores for older adults living in downtown Durham. Mobilize services to increase transportation access to health and social services.
  - Indicators: Implementation of GoDurham Seniors Route Pilot

        o   Lead Agencies: GoDurham; End Hunger Durham

Goal 3: Improve disaster resilience among older adults.
- Strategy 1 – Promote and disseminate emergency preparedness information.
    - Indicators: Number of annual outreach events; National Preparedness Month social marketing campaign; Alert Durham website analytics
    - Lead Agencies: Durham County Office of Emergency Services; Durham Center for Senior Life; Durham Community Resource Connections for Aging & Disabilities

- Strategy 2 – Promote Alert Durham, the emergency notification system for Durham.
    - Indicators: Annual enrollment numbers; Number of client records updated and maintained.
    - Durham County Office of Emergency Services

- Strategy 3 – Promote and expand Access and Functional Need Registry.
    - Indicators: Annual enrollment numbers; Number of client records updated and maintained.
    - Agencies: Durham County Office of Emergency Services; Meals on Wheels of Durham; Durham County Department of Social Services; Durham Community Resource Connections for Aging & Disabilities

- Strategy 4 – Develop and implement Community Emergency Response Team (CERT) trainings for Durham residents to care for themselves and their neighbors during the first three days following a disaster.
    - Indicators: Number of neighborhoods/communities enrolled in CERT training.
    - Lead Agency: Durham County Office of Emergency Services

Goal 4: Build health workforce capacity to improve older adult health.
- Strategy 1 – Grow a strong direct care workforce.
    - Indicators: Inventory of best/promising practices for building a direct care workforce; Advocate for a living wage for direct care workers;
    - Lead Agency: AARP NC; Durham Community Resource Connections for Aging & Disabilities; Local Direct Care Workforce Agencies

- Strategy 2 – Expand community health workforce that includes older adults and who work with older adults.
    - Indicators: Number of community health workers who work with older adults; Number of older adults who complete the Community Health Worker Continuing Education Program
    - Lead Agency: Durham Technical Community College; NC Community Health Worker Initiative

- Strategy 3 – Improve provider education about effective engagement with older adults. Provide professional development on motivational interviewing, racial equity, shared decision-making, and person-centered care.
  - Indicators: Number and type of trainings/webinars shared with providers
  - Lead Agency: Durham Community Resource Connections for Aging & Disabilities

Goal 5: Value care partners and encourage self-directed care.
- Strategy 1 – Support care partners by advocating for policy changes that recognize and compensate them.
  - Indicators: Inventory innovative programs that compensate care partners; Number of advocacy opportunities.
  - Lead Agencies: AARP NC; North Carolina Association of Area Agencies on Aging; Durham Community Resource Connections for Aging & Disabilities; NC Senior Tar Heel Legislature

- Strategy 2 – Provide care partner resources that are racially equitable, affirming to LGBTQ+ individuals, and appropriate for all socioeconomic and literacy levels. Ensure resource are available in all languages used in Durham.
  - Indicators: Inventory, catalogue, and make available in a centralized location existing care partner resources that are racially equitable, affirming to LGBTQ+, and appropriate for all socioeconomic and literacy levels.
  - Lead Agencies: Triangle J Caregiver Support Program; Durham Center for Senior Life; Durham County Cooperative Extension; Durham Community Resource Connections for Aging & Disabilities

- Strategy 3 – Expand programming to support community members to age in place.
  - Indicator: Inventory of existing programs that support community members to age in place; Advocate for increased funding for service providers who support older adults aging in place;
  - Lead Agencies: Durham Community Resource Connections for Aging & Disabilities; Durham's Partnership for Seniors; AARP NC; NC Senior Tar Heel Legislature

Goal 6: Promote Advance Care Planning and End of Life Care in Durham.
- Strategy 1 – Publicize and make available existing advance care planning and end of life care resources online and in a central location.
  - Indicators: Inventory and catalogue current advance care planning and end of life resources; Distribute throughout key locations in Durham; Make available on online.

- o Lead Agencies: Durham Community Resource Connections for Aging & Disabilities; Durham Center for Senior Life

- Strategy 2: Promote National Healthcare Decision Day (April 16).
  - o Indicators: Number of community outreach events.
  - o Lead Agencies: Durham Community Resource Connections for Aging & Disabilities; Durham County Department of Public Health; Durham Center for Senior Life; Durham County Health Ministry Network

Goal 7: Ensure access to sufficient, safe, and nutritious food.
- Strategy 1 – Establish a food hub so that all older adults have access to sufficient nutrition through various community-based organizations. Improve coordination between nutrition service providers. Fill eligibility gaps and gaps in the types of services being provided. Make information about food more accessible to older adults.
  - o Indicators: Identify and inventory existing eligibility and service gaps; Number of older adults who lack access to sufficient, safe, and nutritious food by race and gender; Assessment of existing communication about food access and effectiveness with providing information to older adults; Operationalize Older Adult Food Hub
  - o Lead Agency: End Hunger Durham; Durham Center for Senior Life; Durham's Partnership for Seniors

- Strategy 2 – Fund basic nutritional services for qualified seniors. Eliminate wait lists.
  - o Indicators: Waitlist numbers for Meals on Wheels of Durham and Durham County Department of Social Services; Number of older adults utilizing food pantries
  - o Lead Agencies: Durham County Department of Social Services; Meals on Wheels of Durham; End Hunger Durham

- Strategy 3 – Work at state-level to simplify the SNAP application and ensure older adults have help completing it and maximizing their benefit.
  - o Indicators: Implementation of Elderly Simplified Application Project (ESAP) waiver in North Carolina Families Accessing Services through Technology (NC FAST)
  - o Lead Agency: End Hunger Durham; Durham County Department of Social Services

- Strategy 4 – Increase the number of older adults who have access to medically and culturally competent nutrition education.
  - o Indicators: Number of disease-based community nutrition programs; Number of participants in disease-based community nutrition programs; Evaluation of disease-based community nutrition programs; Number of culturally competent

nutrition education; Number of participants in culturally competent nutrition education; Evaluation of culturally competent nutrition education
- o Lead Agency: Durham County Department of Public Health

- Strategy 5 – Promote and expand the number of older adults who have education on food handling, cooking, and storage to prevent foodborne illnesses.
    - o Indicators: Number of Safe Plates trainings held throughout Durham; Number of participants in Safe Plates trainings
    - o Lead Agency: Durham County Cooperative Extension; End Hunger Durham

Elder Abuse, Neglect & Exploitation

In an age-friendly Durham, older adults are free from all forms of abuse, neglect, and exploitation.

Goal 1: Increase the capacity of the community to recognize and report elder abuse, neglect, and exploitation.
- Strategy 1 – Develop and expand June's Elder Abuse Month outreach, community events, and activities.
    - o Indicators: Number of outreach events, community events, and activities.
    - o Lead Agency: Durham County Department of Social Services; Triangle J Long-Term Care Ombudsman

- Strategy 2 - Increase the community's understanding and promote the appropriate use of Adult Protective Services (APS).
    - o Indicators: Development of an APS brochure; Quarterly outreach workshops held in different locations throughout the county; Documentation of the number of APS referrals by community members.
    - o Lead Agency: Durham County Department of Social Services

Goal 2: Promote the health, safety, and well-being of older adults as well as their care partners.
- Strategy 1 – Identify and expand caregiver skills education and training.
    - o Indicators: Inventory of caregiver skills education and training opportunities;
    - o Lead Agency: Triangle J Area Agency on Aging Caregiver Support Program;
    - o Durham Center for Senior Life; Durham County Cooperative Extension; Duke Elder Family/Caregiver Training Center

- Strategy 2 – Expand caregiver respite options and opportunities.
    - o Indicators: Enrollment at Durham Center for Senior Life Adult Day Program.
    - o Lead Agency: Durham Center for Senior Life

Goal 3: Develop a comprehensive strategy to address elder abuse.
- Strategy 1 – Develop a mechanism through complex case review to identify and address systemic problems, service gaps and develop information networks.

- o Indicators: Identification and tracking of risk factors associated with substantiated Adult Protective Service cases.
- o Lead Agency: Durham County Department of Social Services

- Strategy 2 – Build an Elder Abuse Multidisciplinary Team (MDT) with representatives from Adult Protective Services, Long-Term Care Ombudsman, Assistant Clerk of Superior Court, Hospital Social Workers, Alliance Health, Law Enforcement, Emergency Medical Services, and Durham Center for Senior Life.
  - o Indicators: Implementation of MDT; Number of cases reviewed by MDT.
  - o Lead Agency: Durham County Department of Social Services

Appendix A – Acknowledgements

Durham MAP Steering Committee

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