

Fiscal Year 2019

City of Raleigh Strategic Plan Year-End Performance Report



RALEIGH STRATEGIC PLAN

A Solid foundation for an intentional future

strategicplan.raleighnc.gov



2019

RALEIGH STRATEGIC PLAN

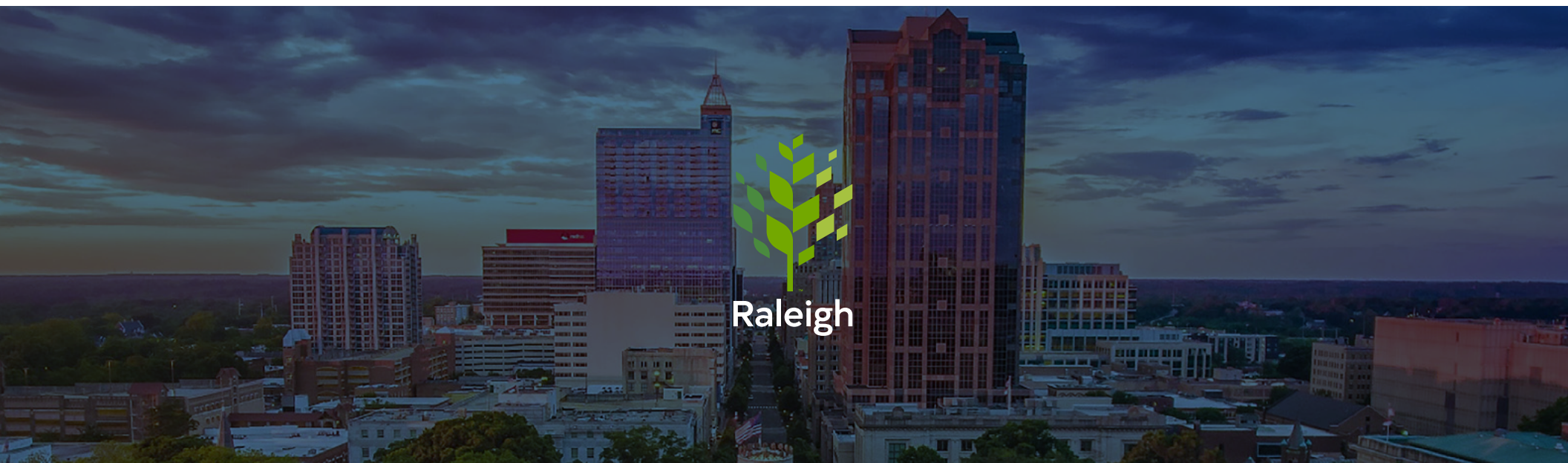
A Solid foundation for an intentional future

strategicplan.raleighnc.gov

Table of Contents

Introduction

City Council.....	4
Letter from the City Manager	5
How Raleighites See Raleigh	6
Implementing the Strategic Plan	7
Using the Report	8
Arts and Cultural Resources	9
Economic Development and Innovation	14
Growth and Natural Resources	22
Organizational Excellence	27
Safe, Vibrant and Healthy Community	34
Transportation and Transit	42
Performance Measures Endnotes.....	50
Strategic Plan	52



Raleigh City Council

Raleigh's Strategic Plan is a collaborative effort that is led by Raleigh City Council's vision and leadership, influenced by resident feedback obtained from the biennial Community Survey, reflective of staff contributions, and appropriately aligned with other important efforts such as the 2030 Comprehensive Plan.

Originally adopted by City Council in April 2015, the Plan was later revised in 2017, 2018, and 2019 to maintain its relevancy. Each fiscal year, City staff submits a performance report to City Council, and ultimately the public, to document its progress on addressing the Strategic Plan. Although the performance measures included in this Performance Report are not formally adopted by City Council, they assist the City with using its resources more effectively by illuminating successes and challenges.

Mission

To build a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.

Vision

To pursue world-class quality of life by actively collaborating with our community towards a fulfilling and inspired future for all.



Letter from the City Manager

In the City of Raleigh, staff's efforts are focused and intentional. The City's five-year Strategic Plan translates vision and goals into an actionable strategy that guides the organization's focus, work, and resource alignment. The Plan's six overarching key focus areas and underlying objectives, initiatives, and performance measures allow us to be transparent about our goals, focused in our efforts, and accountable for our results.

This report continues to represent an underlying change within our organization of working cross-departmentally to have data-informed conversations and make data-influenced decisions about how best to achieve established goals.

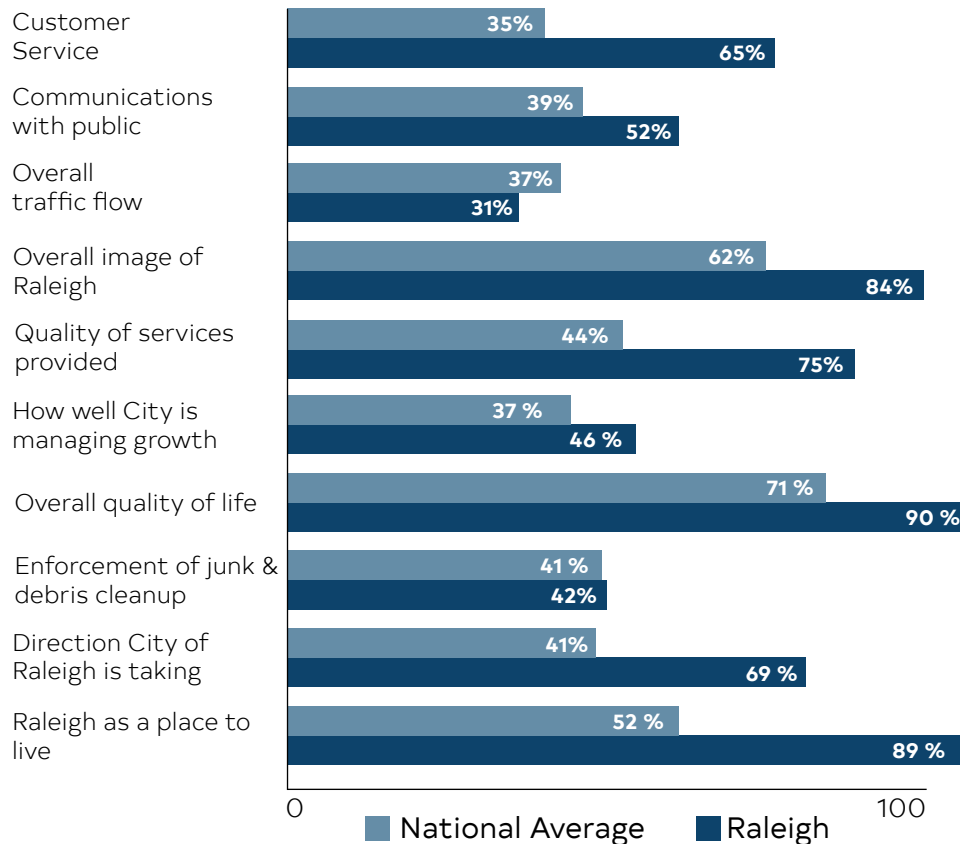
As reflected in this year-end report, during Fiscal Year 2019, staff continued to support City Council in its mission to build a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.

Sincerely,
Ruffin L. Hall
City Manager



How Raleighites See Raleigh

In late 2018, the City of Raleigh conducted its Community Survey to assess residents' opinions on a wide array of community topics and to help refine priorities as part of the City's strategic planning process. The third-party administered survey allows Raleigh to compare many of its results to other large communities¹. Percentages in the graphic below reflect those answering 4 or 5 ("good" or "excellent") on a scale of 1 to 5.



Implementing the Strategic Plan

The Mayor, City Council, and City Manager's Office provide tremendous support for strategic planning and performance management efforts. Each of the initiatives included in the Strategic Plan is led by a cross-departmental team of employees who work with community partners and stakeholders to move the initiatives forward. The performance measures are monitored and reported by employees from across various City departments. In short, the City of Raleigh's Strategic Plan represents the efforts of many dedicated public servants who are committed to building a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.



Using the Report

This report is organized by the strategic plan's six key focus areas. Each key focus area (KFA) has a summary page that lists its objectives and a few performance measures. The pages that follow the KFA summary page are organized by objective; these objective pages include additional performance measures as well as information on the initiatives within that particular objective.

To conserve space within the report, initiatives are abbreviated but use the numbering scheme found in the City's Strategic Plan to allow for cross-referencing; this means that ACR 1.1 is the same initiative labeled ACR 1.1 in the Strategic Plan. A complete listing of the Strategic Plan's objectives and initiatives can be found in the appendix of this report².

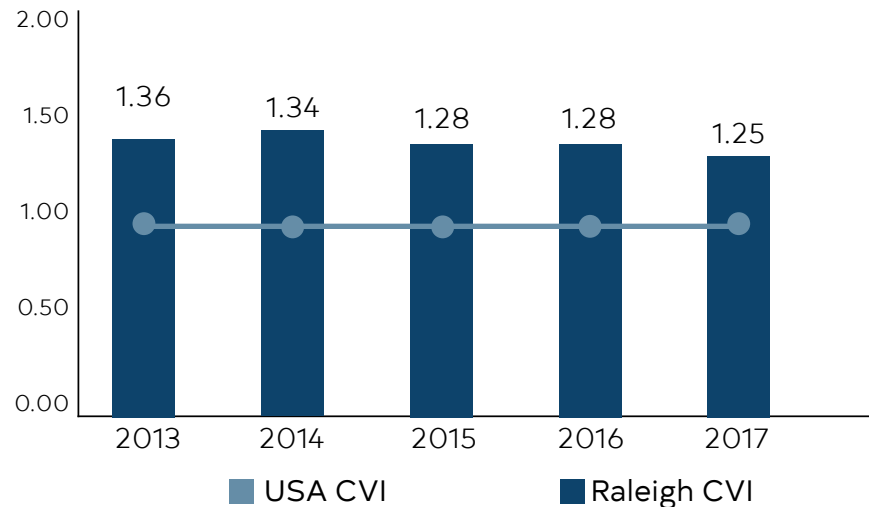
Key Focus Areas (abbreviations are noted in parentheses)

- Arts and Cultural Resources (ACR)
- Organizational Excellence (OE)
- Economic Development and Innovation (EDI)
- Safe, Vibrant and Healthy Community (SVHC)
- Growth and Natural Resources (GNR)
- Transportation and Transit (TT)

As reflected in the updates, initiatives are in varying phases of being addressed. Several initiatives have been completed, others are currently being implemented, and a few are being rescoped. Strategic Plan initiatives are addressed in phases to: (a) acknowledge the City's limited resources, (b) maximize impact by employing appropriate sequencing for initiatives that are interdependent, and (c) allow for prudent and thoughtful implementation.

Arts and Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.



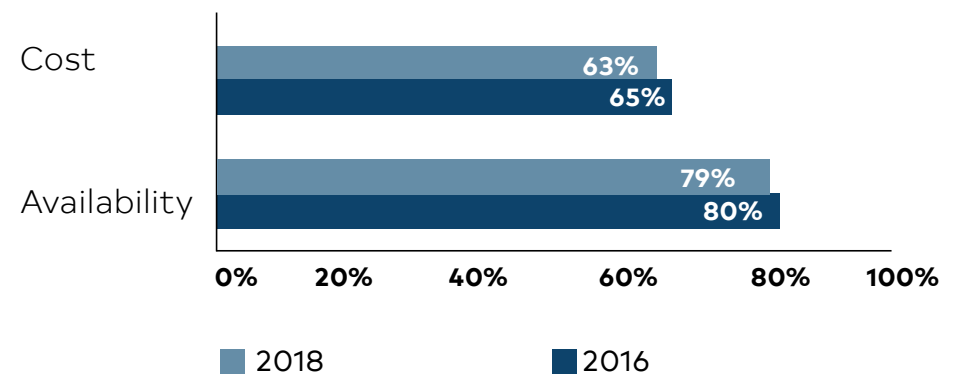
The most recent Creative Vitality Index³ indicates that Raleigh's per-capita concentration of creativity (creative occupations, industry sales, and cultural nonprofit revenues) is 25% higher than the national average.

Raleigh's arts and cultural amenities not only enhance our quality of life, the data show arts and culture also enhance our economic wellbeing.

The two objectives within the Arts and Cultural Resources key focus area seek to:

- Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.
- Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

Community Ratings on Arts and Cultural programs in Raleigh



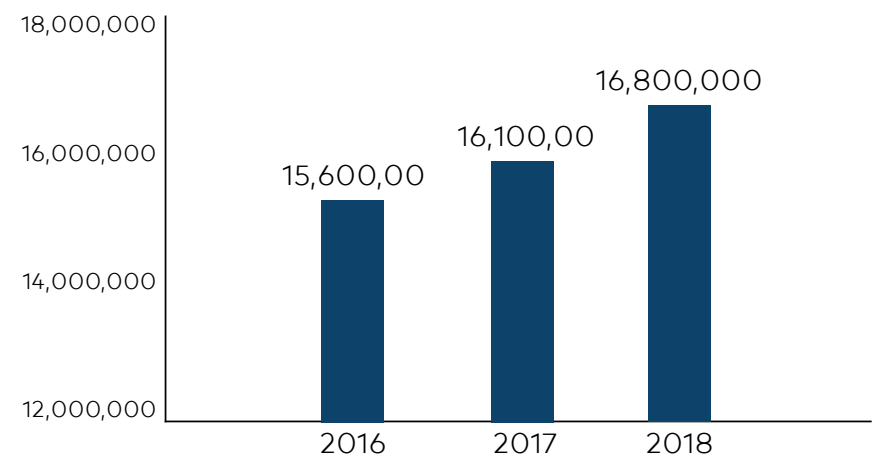
Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.

ACR 1.1 Arts & Culture Marketing Campaign for "Southern Capital of Arts and Culture"

City staff have continued to promote Raleigh's vibrant arts and cultural offerings to the local community, with additional efforts to expand the reach to the national scene. Raleigh has received recognition for the arts from national news media including US News & World Report, Washington Post, Rolling Stone, and Forbes. Departments have also worked together to implement civic art projects throughout the city to raise awareness, solve problems, and reach community members. One example is the storm drain murals project which helped raise awareness about water pollution in a fun and creative way. Not only do these projects benefit the general community, but artists have shared feedback on the professional benefits they have experienced from the publicity.

In 2018, more than \$276 million was generated from hotel room rentals in Raleigh⁵.

Wake County Visitors



Our area continues to attract visitors who partake in and contribute to its vibrancy. Wake County welcomed 16.8 million visitors in 2018⁶

Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

Sites and Structures

Historic Designations/Historic Districts

Eligible
Districts

16% are designated as local historic overlay districts and 57% are listed on the National Register of Historic Places⁷

Eligible
Properties

61% are designated as local landmarks and 50% are listed on the National Register of Historic Places

ACR 2.1 Identify Raleigh's Unique Places, Experiences, and Traditions

The City of Raleigh partnered with the Greater Raleigh Convention and Visitors Bureau to build and launch a webpage that highlights Raleigh's unique places, experiences, and traditions. This interactive web experience was launched with a movie trailer that was shared with the public during an event at the newly-reopened Moore Square in August. The webpage, known as the Raleigh Locals Guide (RaleighLocalsGuide.com), is intended to be interactive and encourages the public to submit ideas for additions to the webpage.

ACR 2.2 Develop Historic Assets Vision

Work on this initiative has involved creating an inventory of historic assets that are managed by the City of Raleigh. Staff are evaluating options for a database to store and manage the asset inventory. In May 2019 staff presented Raleigh's Historic Resources & Museum Program Strategic Plan to City Council, which outlines strategies to steward places that tell stories reflective of Raleigh's diverse populations; strengthen partnerships for increased programming capacity and impact; broaden the reach of education and activation of public spaces throughout the city; increase accessibility of its programs, sites, and collections; and create and maintain welcoming spaces for residents and visitors to learn, engage, and play.



ACR 2.3 Dorothea Dix Park Development Plan

In February 2019, City Council unanimously adopted the Dorothea Dix Park Master Plan. Prior to adoption, over 65,000 area residents were engaged in the creation of the plan. Now, focus will shift to implementing Phase 1 of the master plan. During FY2019, Dix Park successfully served as host site for one its largest events to date, Dreamville Festival.

ACR 2.4 Support and Enhance Arts, Culture, and Tourism throughout All of Raleigh

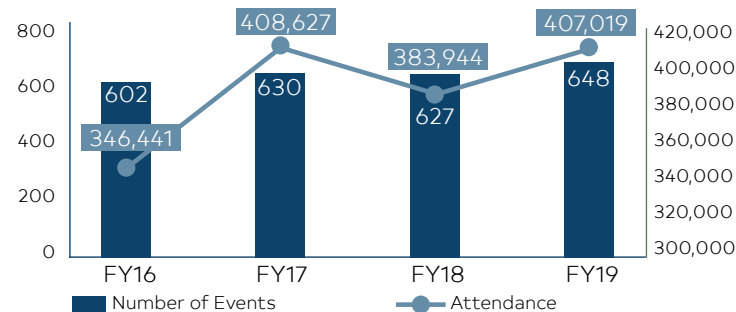
The Pop-up Studios program concluded in Fiscal Year 2019 having served 2,181 participants at eight locations throughout Raleigh. Staff are using lessons learned from this program to inform future community center programming. The initiative team also developed an arts and facilities matrix and will now begin working to inventory and map existing arts and culture activations throughout the city. This information will help the City make informed decisions about future placement of arts and programming.

Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

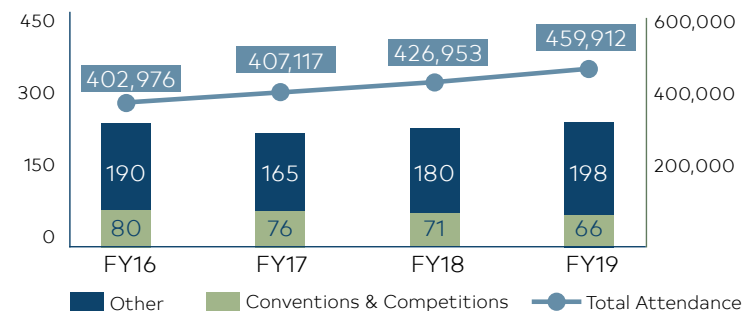
ACR 2.5 Arts Community & Local Tech Community

Multiple creative projects were initiated through partnerships between art and technology including projection mapping with OMAi and SEEK Raleigh at Dorothea Dix Park. Through these events, community members were able to showcase their talents in arts, music, storytelling, and technology. Staff is continuing efforts to expand partnerships both internally and externally and presented information about local projects during the 2019 SXSW Conference.

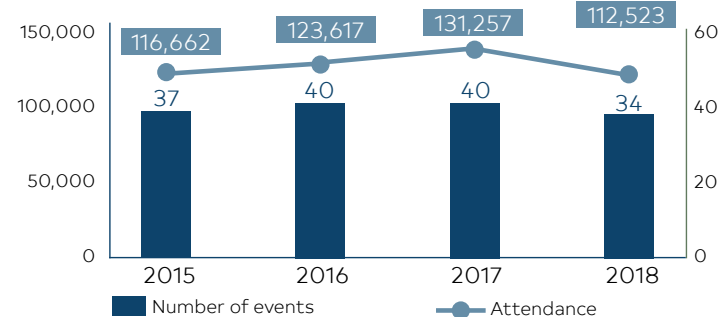
Performing Arts Center Events and Attendance



Convention Center Events and Attendance



Red Hat Amphitheater Events and Attendance



Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

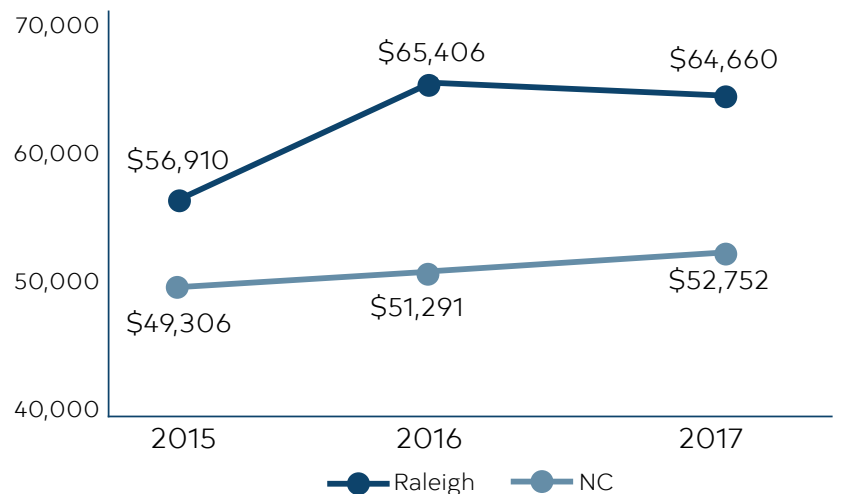
A strong economy benefits every aspect of our community life. The four objectives within the Economic Development & Innovation key focus area seek to:

- Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy..
- Cultivate an innovative and entrepreneurial culture based on shared strategic goals.
- Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.
- Maintain and develop amenities and infrastructure specifically attractive to economic development.



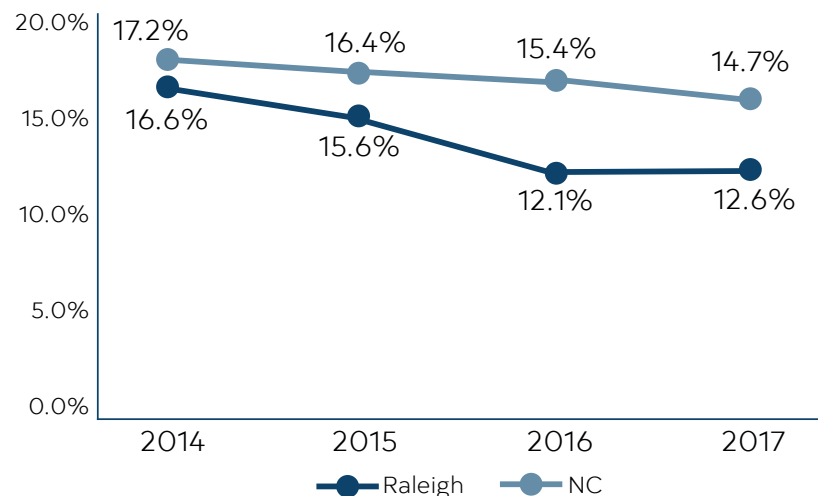
Economic Development & Innovation

Median Household Income



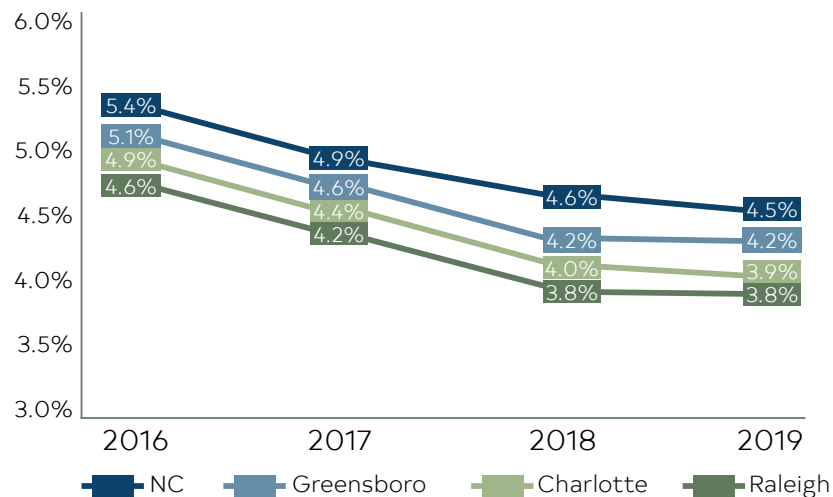
Raleigh's median household income continues to remain higher than the State of North Carolina's median household income^a.

Population Living Below Poverty Level



In 2017, 56,263 Raleigh residents lived below the poverty level.

Unemployment Rate



81%

Rate the local economy as
"Good" or "excellent."

Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

EDI 1.1 Evaluate Local Labor Profile & Analysis with Partners

The City continues partnering with Wake County Economic Development and the Capital Area Workforce Development Board to implement strategies to support current and future regional labor force needs identified through the Triangle Talent Regional Skills Assessment. The trades identified to expand were: IT, Software and Analytics, Life Sciences and Bioscience, and Construction and Skilled Trades. A follow-up survey is planned for 2020 to determine if needs are being met and identify changes in workforce needs.

EDI 1.2 Regional Workforce Forum - Educational Partners

Through the City's partnership with the Capital Area Workforce Development Board and Wake County Economic Development, the Wake Workforce Council continues to bring together workforce partners to stay informed of regional efforts, identify potential gaps, and to collectively meet the needs of industry partners. The group has participated and sponsored several events and roundtables to support workforce development strategies. Recent efforts include a partnership with the North Carolina Building Performance Association to host a workforce development summit to identify workforce programs and initiatives, curriculum development, design of apprenticeship programs and policy development. Local partners including the National Association of Women in Construction Durham & Raleigh hosted a career awareness day for students and parents to learn about opportunities in the construction industry. Jobs for Life has organized a Think Tank coalition around construction and skilled trades to focus on hiring individuals with barriers to entry. The Raleigh Chamber is leading discussions with several workforce partners to create a short-term, pre-employment training program, combining technical instruction and work-based learning to prepare candidates to enter the information technology workforce.

EDI 1.3 Workforce Development – Partner with Nonprofits

Current efforts for this initiative focus on expanding existing partnerships and maximizing potential opportunities for City departments to leverage workforce development strategies. The City is working with workforce partners at the county and state levels to identify opportunities to promote and build connections between industry, workforce partners and nonprofits to help deliver on this opportunity. The Housing and Neighborhoods Department offers several programs specifically focused on youth including Partnership Raleigh, Youth Build, the Raleigh Summer Youth Employment Program, Digital Connectors and IT Beginnings. The Pathways Center recently formalized an advisory council to help the center in identifying opportunities to support current programs and identify new workforce development opportunities through partnerships. The City was a founding partner of the Chamber of Commerce's Diversity, Equity, and Inclusivity Alliance which has a workforce component to help employers consider expanded hiring opportunities.

Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

EDI 2.1 Assist Small, Start-up, and Minority-Owned Business Development

Staff has engaged in numerous partnership efforts to assist small, minority-owned, and start-up business, including connecting businesses with resources and partners through Small Business Week, Raleigh Small Business Connect, National Small Business Week and Black Entrepreneurship Week, and providing technical assistance including business plan development, vendor registration, HUB certification, and financial modeling.

EDI 2.2 Partnerships and Collaboration to Promote Equitable Economic Development

The City engaged in numerous partnership efforts to assist small, minority-owned, and start-up business, including (a) connecting businesses with resources and partners through Small Business Week, Raleigh Small Business Connect, and Black Entrepreneurship Week, and (b) providing technical assistance including business plan development, vendor registration, HUB certification, and financial modeling.

At the bottom of the page in the blue box, in the text next to 174, please update 243 to 174.

EDI 2.3 Pursue Joint Business Ventures that Encourage & Implement Creative Projects for Job Growth

FY2019 was the first cycle of the City's Impact Partner Grant. The program provides grants to Impact Partners to help strengthen, develop, implement, and scale new or existing programs and provide resources to assist entrepreneurs and small businesses in Raleigh. Out of the twenty applications received, five partners were awarded \$25,000 grants. The selected programs support veterans, high school students, and individuals with autism. The City provided matching funds for State incentives through the Business Investment Grant.

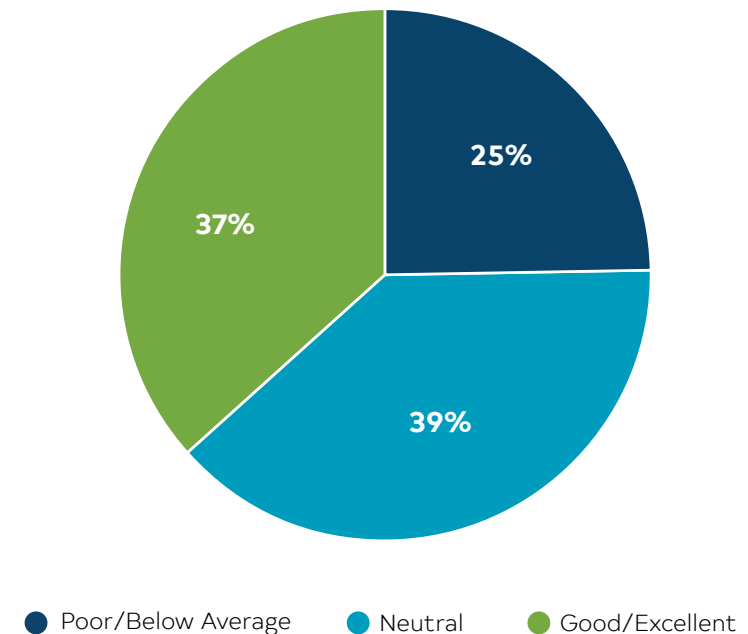


174

City of Raleigh's Office of Economic Development + Innovation had 174 interactions with startups/small businesses during FY2019 ¹¹

EDI 2.4 Strengthen and Promote the City's MWBE Program

The City's Minority and Women-owned Business Enterprise (MWBE) Program continues expanding influence throughout the organization. The team is fully staffed including the MWBE Analyst position included in the FY2019 adopted budget. The MWBE team, which is housed in the Housing and Neighborhoods Department, strengthened its partnerships with the Finance Department's Procurement Division and the Office of Economic Development + Innovation. A workshop was held in collaboration with Procurement on estimating and bonding. With assistance from the Communications Department, staff developed marketing materials, a video to increase exposure for the program, and reorganized the webpage for ease of access. Staff completed cross-departmental trainings with project managers in Public Utilities, Transportation, Engineering, and Parks, Recreation & Cultural Resources. Training was accompanied by new procedures designed to provide instruction on how to effectively report minority participation data. Staff continue to pursue additional opportunities to both strengthen and promote the City's MWBE Program and provide certification training for minority businesses.

**Community Survey:
City's Efforts to Promote & Assist Small, Minority,
and Women-Owned Businesses**

Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.



EDI 3.1 Economic Development Tool Kit

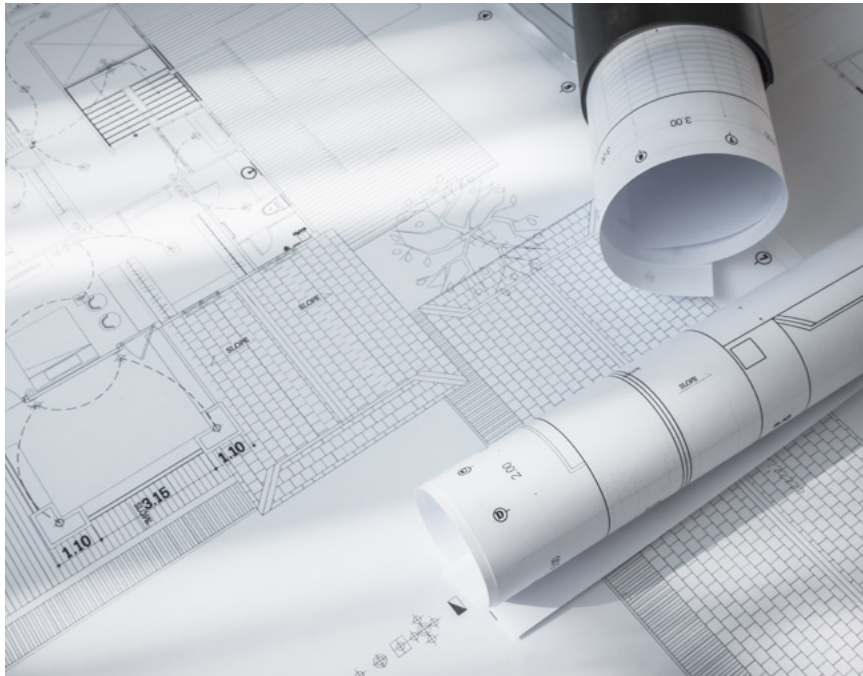
The Economic Development Toolkit has been an effective tool to encourage investment for competitive projects and a valuable opportunity to help small businesses add new jobs and grow their businesses. In FY2019, \$30,000 in JobsRaleigh Grants were awarded resulting in 16 new job announcements and 10 businesses were awarded Building Upfit Grants totaling \$197,000. The City organized a cross functional team to participate in several local and national educational seminars and discussions around opportunity zones (IEDC, Federal Reserve Bank of Richmond/State Dept of Commerce, NAIOP, Parker Poe, Trademark Properties, Ernst & Young, Cherry Beakart & Holland). Staff continue to remain engaged in connecting interested opportunity funds with relevant information.

1,237

New Jobs

Created that received Economic development Toolkit program support.

Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.



EDI 3.2 Refine Development Review & Permitting Process

Staff continue implementing identified process improvements including the e-review process in Energov and building fee calculators for open space, facilities, and stormwater. Additionally, the Budget and Management Services Department worked with Development Services and City Planning to identify opportunities for enhancing the development review and permitting process.

EDI 3.3 Property Disposition & Acquisition

With the Downtown Land Disposition Strategy as guidance, staff continues to strategically dispose of City-owned properties to assist in meeting the City's policy and financial goals and helping to shape and define the future of Downtown Raleigh. Staff are currently evaluating policy frameworks for strategic property acquisition and are holding discussions around how property could be acquired to further the policy goals of City Council, including use of land for affordable housing, transit-oriented development, or to support broader economic development goals.

Maintain and develop amenities and infrastructure specifically attractive to economic development.

EDI 4.1 Downtown Parking Strategies

Staff continue to pursue both short- and long-term downtown parking strategies. Staff relocated the Raleigh Police Department's evidence from the Raleigh Municipal Deck which provided 185 additional spaces. Improvement to the South Salisbury Street surface lot resulted in 35 additional accounts while the elimination of reserved parking netted an additional 25 accounts. Staff held conversations with the State of North Carolina in hopes to better utilize existing state-owned lots. As part of longer-term strategies, staff are looking to pilot a Park and Ride lot within the beltline. Staff continue to engage with GoRaleigh on park and ride options.

EDI 4.2 Develop Strategies to Close the Digital Divide

Based on City Council's direction, this initiative team began participating in regional discussions to better understand the digital divide in Raleigh and the need for affordable broadband access. Staff from Housing and Neighborhoods and Economic Development + Innovation serve on the NC Digital Equity and Inclusivity Committee under the North Carolina Department of Information Technology. The City also sent representation to the 2019 NetInclusion Summit. Staff's primary focus has been to identify locations in Raleigh that are not connected and develop strategies to close those digital divides, including funding needs, partnership opportunities, and best practices implemented across the country.



Growth & Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

Sustainable growth and preservation of Raleigh's natural resources are important to ensuring a prosperous future. The four objectives within the Growth & Natural Resources key focus area seek to:

- Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.
- Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.
- Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.
- Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

57%

**Rate the City's overall effort to
Protect natural resources &
environment as "good" or "excellent."**

58%

**Rate the quality of new development as
"good" or "excellent."**

Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.

32.4 mi.

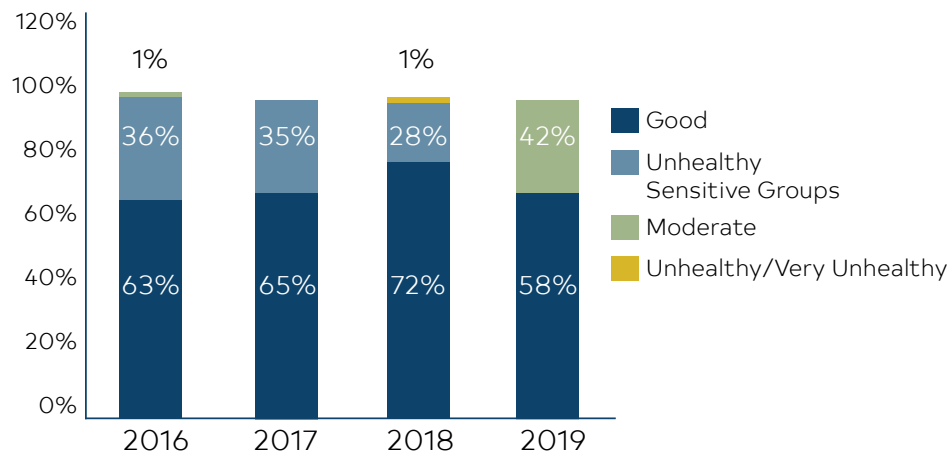
There are approximately 32.4 miles of streams within Raleigh that have regulatory water quality impairments. Protecting and improving surface water

quality along with reducing hazardous flooding are prime goals of the City's Stormwater Management Program. To help reduce stream water quality impairments, Stormwater manages and performs a wide range of programs, projects, and initiatives funded by the City's Stormwater Utility Fee. The regulatory impaired streams listing is updated by the State and Federal Environmental Protection Agency (EPA) every two years.

GNR 1.1 Tree Canopy and Water Quality

A consultant was selected to provide research and framework/modeling guidance for assessing the impact of urban trees and riparian buffers on water and air quality within Raleigh. City staff, the consultant, and a technical advisory committee refined a framework for modeling air and water quality with respect to tree canopy coverage. The City's consultant delivered a literature review synthesis of tree canopy effects on urban water and air. The consultant recommended a 3-phased approach that includes a current tree inventory of the existing tree canopy, using existing water- and air-shed models to simulate the effects of various development scenarios, and using these quantitative inputs as part of a decision-support tool.

Air Quality Index



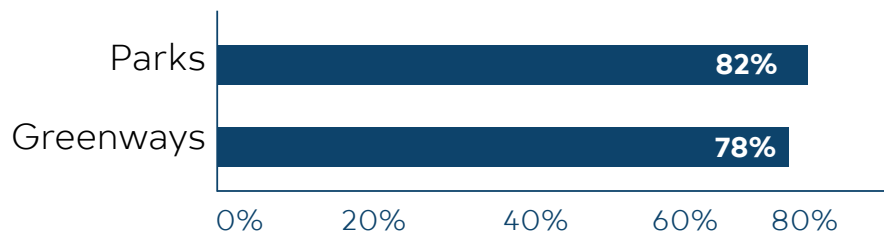
The percentage of good outdoor air quality days has increased over the past three years¹³. Percentages may not equal 100% due to rounding.

Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.



There are 7,044 acres of publicly accessible open space in Raleigh.

Community Ratings on Cleanliness of Parks and Greenways (percent "good" or "excellent")



64%

Noted they visited a city park or greenway "very frequently" or "frequently."

GNR 2.1 Add Greenway Amenities

The initiative team completed data collection on greenway amenity locations. This information will be analyzed and incorporated into the Greenway Master Plan update, which will include recommendations on greenway amenities. Parks, Recreation, and Cultural Resources (PRCR) will receive trail utilization data through a partnership with NC State, who will validate and clean trail counter data and provide the department with analysis and quarterly trail usage reports.

GNR 2.2 Create an Open Space Plan

As a result of two collaborative, interdepartmental meetings, staff identified criteria for evaluating open space and developed an open strategy framework with a foundation in five focus areas, including a GIS open space model, policy and regulatory levers, and acquisition strategies. The backbone of this strategy is an internal, multi-departmental process for evaluating open space opportunities, which will be applied for future opportunities and supported by each of the five focus areas.

Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.

GNR 3.3 Green Infrastructure Policy

In FY2019 the Green Raleigh Review program was implemented, which is a plan review process providing incentives to add green stormwater practices to site developments. Currently being developed is a Green Stormwater Infrastructure (GSI) costing tool to evaluate the costs of GSI alternatives to traditional stormwater control measures for public and private development projects. The team is also exploring options for expanding green stormwater infrastructure policies.

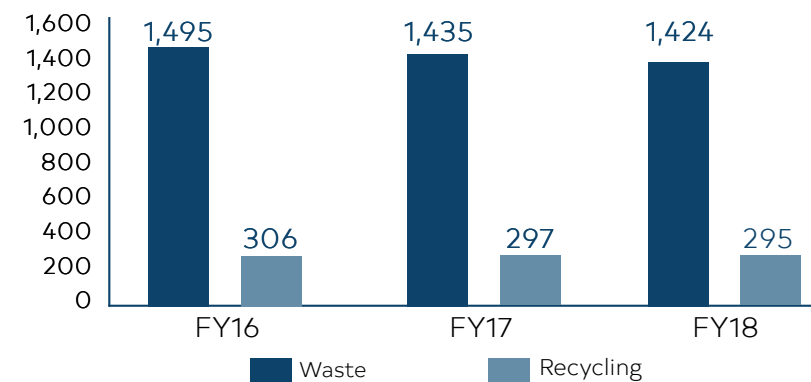
GNR 3.4 Citywide Waste Reduction

Multifamily single-stream recycling was a key focus for this initiative team in FY2019. Seventy-five (75) multifamily communities participated in this program and 120 dumpsters have been placed. The team will continue to encourage the transition to dumpster service in multifamily communities and will evaluate the results of the residential curbside textile collection pilot project in FY2020.

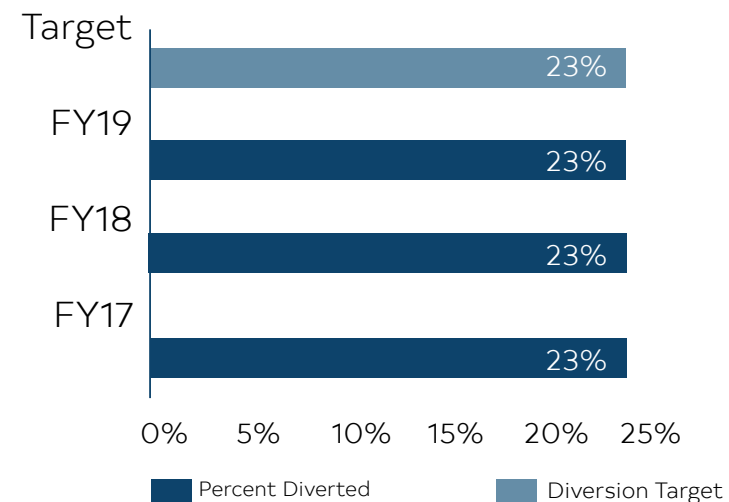
GNR 3.5 Community-wide Climate Action Plan

The Climate Energy Action Plan (CEAP) recommendations are still underway and being operationalized or folded into other initiatives in the Strategic Plan. The results of the recent greenhouse gas emissions inventory in the Raleigh area identified that emissions are primarily coming from Buildings and Energy (56%), Transportation (42%) and Waste and other (including municipal operations 2%). While CEAP was primarily focused on municipal projects and actions, the Community-wide Climate Action Plan (CCAP) project is primarily focused on community-wide activities and actions to address these emissions. The City Council has also established a community-wide greenhouse gas emissions reduction goal of an 80% reduction by 2050 from the 2007 base year.

Waste and Recycling Pounds per Household



Waste Diversion



In Fiscal Year 2019, both the amount of waste and recycling collected per Raleigh household decreased¹⁶. Twenty-three percent of residential solid waste in Raleigh was diverted away from landfills to be recycled (this excludes yard waste).

Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.

GNR 4.1 Area Plan Prioritization

City Planning's area plan prioritization tool was updated with fresh data for use during the FY2020 budgeting process to evaluate potential area plans. The remaining work of this initiative will be to complete one or more of the three area plans funded in the FY2020 budget.

GNR 4.6 Capital Improvement Program

This new initiative combines and aligns the efforts of several previous initiatives into a single comprehensive initiative. The key component of this initiative is an interdepartmental Capital Improvement Program Steering Committee which creates citywide standards for prioritizing capital investments. This group's efforts have resulted in revised guidelines, inventory of capital needs, and an expanded CIP book with a project overview page per project. Part of the Committee's work plan is to discuss funding strategies for the maintenance of streetscape, pedestrian, and neighborhood enhancement projects.

Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

GNR 4.4 Adopt and Implement Complete Streets Policy

Staff have begun incorporating the Complete Streets policy into the Raleigh Street Design Manual as part of an on-going update initiative. The proposed Street Design Manual updates will be presented to City Council in a coordinated fashion with the other design manual updates

GNR 4.5 Identify Opportunities to Improve Quality & Character of Infill Development

The initiative team has held two multi-departmental meetings on infill development and is coordinating updates to design manuals. The meetings analyzed the various elements involved with the resources, capacity, and regulations around infill developing, identifying critical gaps and preliminary ideas for potential improvements. The coordinated updates to various design manuals include some of these insights and provides a cohesive approach to these documents, ensuring consistent policies.

Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive and innovative services efficiently and effectively.



The City of Raleigh general obligation bonds enjoy the highest bond ratings given by the three major credit rating agencies (Standard & Poor's, Moody's, and Fitch Group). Similar to personal credit scores, a high bond rating allows the City to take advantage of lower interest rates on loans.

Positioning the City of Raleigh to be nimble, responsive, and innovative will contribute to overall community success. The four objectives within the Organization Excellence key focus area seek to:

- Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.
- Align facilities, staff and technology with organizational needs
- Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation and feedback.
- Recruit and retain a diverse, high-performing workforce

56%

Rate the overall value they receive for their City tax & fees as "good" or "excellent."

Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

OE 1.1 Performance Management, Innovation, and Continuous Improvement

Progress was made in FY2019 in promoting a culture of continuous improvement within the organization. The initiative team developed a continuous improvement model that is being utilized by the Human Resources Training Division as well as the Strategic Planning and Performance Analytics Academy to inform the training needs in the organization.

The first cohort of 23 employees completed their Lean Six Sigma Green Belt coursework. The group completed a variety of projects geared toward delivering departmental and organizational value, including those related to Customer Care and Billing customer contacts and urban forestry inspection processes.

OE 1.2 Stakeholder Satisfaction Surveys

The second biennial Community Survey was administered in the fall of 2018. A cross departmental team of employees reviewed the survey instrument and developed proposed revisions to the survey with revisions shared with the City Manager's Office and City Council in November of 2018. The results of the survey were made available in late January/early February 2019.

OE 1.3 Comprehensive Communications

After two years of wide-ranging work and collaboration, the organization's branding efforts have evolved from conception to implementation. The work produced a new logo, vision and mission statements, and a new brand platform that is supported by a comprehensive style guide. Full implementation of the branding platform will take multiple years; however, the goal of the initiative has been met. Staff are now applying the brand platform to all communications materials. This also includes the development of a new storefront software system that will ultimately house various branded templates that departments can utilize in their individual communications.

Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

OE 1.4 Business Continuity Plans and Resiliency Principles

Funding to advance this initiative, which is focused on assessing the organization's ability to provide services during times of stress, was included in the FY2019 operating budget. The team selected a contractor for Phase I of the project. Phase I includes staff training, business process analysis and data collection; work will continue throughout FY2020 to address these areas of the plan.

OE 1.5 Governance Structure for Organizational Policies

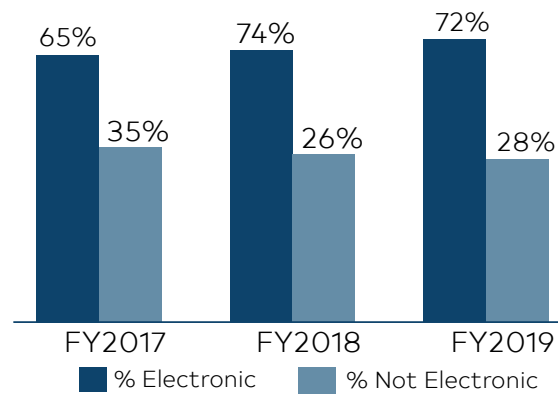
Staff developed a draft framework for standardizing how organizational policies are developed and implemented. The framework includes engagement of various stakeholder groups. Additionally, staff started a policy index which provides important information for organization-wide policies such as what policies exist and the associated latest effective year for each policy.

OE 1.6 Sustainability Tools for Assessing and Rating (STAR)

The initiative team prepared a Resource Guide using information contained from the STAR community assessment. The guide identifies STAR resources that are relevant to the target areas of this initiative and is organized by topic and includes numerous links to studies, data and example programs that can be useful in advancing other Strategic Plan initiatives. The resource guide was provided to related Strategic Plan initiative teams. The team expects to complete a summary report that will combine the initial review, analysis, and follow up interactions with other initiative teams in FY2020.

Align facilities, staff and technology with organizational needs.

Financial Transactions Payment Method



The percentage of financial transactions being hand electronically continues to remain high¹⁴. The City will continue to explore opportunities for providing multiple payment options to meet the community's varied preferences.

61% Rate their ability to access information they need about the City as "excellent" or "good."

OE 2.1 Increase Documents and Records Accessibility

A new platform has been created on the City's website to accept public information requests. The request portal documents the request and allows for a more robust program of accountability around these requests. In addition, staff continue to make progress on the new website. Staff have worked over the last year to scrub the existing website and completed the process of removing outdated information in anticipation of moving items from the old platform to the new.

OE 2.2 Institutional Fiber Network

The City of Raleigh institutional fiber network continues to move forward with progress. The first two phases of the project are complete, with the third and fourth phases expected to be complete in the fall of 2019. As of June 30, 2019, there were 44 City facilities connected to the internal network. Installation of the fiber network enables greater network security, provides faster network speeds, and improves reliability of network resources.

OE 2.3 Centralized Campus

The Civic Campus Master Plan was approved by City Council on September 18, 2018. At this meeting City Council also approved staff to go forward with a Request for Qualifications (RFQ) for design services for Phase I implementation. Staff was also directed to construct a public and employee engagement strategy for the next phase. At the January 2019 City Council meeting, staff presented the public and employee engagement strategy and received approval from Council to issue an RFQ for Construction Manager at Risk (CMAR) services. At the May 21, 2019 City Council meeting, Council gave staff approval to initiate negotiations with its recommended firms for designer and consulting services and CMAR services.

Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.

OE 3.1 Organization-wide Customer Service

The initiative team recently completed and provided staff with a “Standardized Greetings and Communications” reference guide in collaboration with the Communications Department. The guidelines provide staff with suggested voicemail greetings, email signatures, out-of-office emails, and other communication tools to standardize communication methods across the organization. Customer Service curriculum and training was developed and is now part of each new employee’s orientation session with the City; placing an emphasis on our customer-centric culture. In addition, customer service training refresher courses are now being provided to existing employees.

OE 3.2 City Boards and Commissions – Scope, Structure, and Engagement

The initiative team completed the review of the scope, structure, and engagement of City boards, committees, and commissions. The review’s recommendations and report were shared as part of the 2019 City Council Retreat.

OE 3.3 Customer Relationship Management System

The team conducted a benchmark study to gather data on how other organizations are using customer relationship systems. The study included organizational structure, systems, and processes the organizations use for providing service to their customers. This work will provide guidance as the organization looks forward to a recommendation in FY2020.



Recruit and retain a diverse, high-performing workforce.

OE 4.1 Compensation Philosophy & Structure

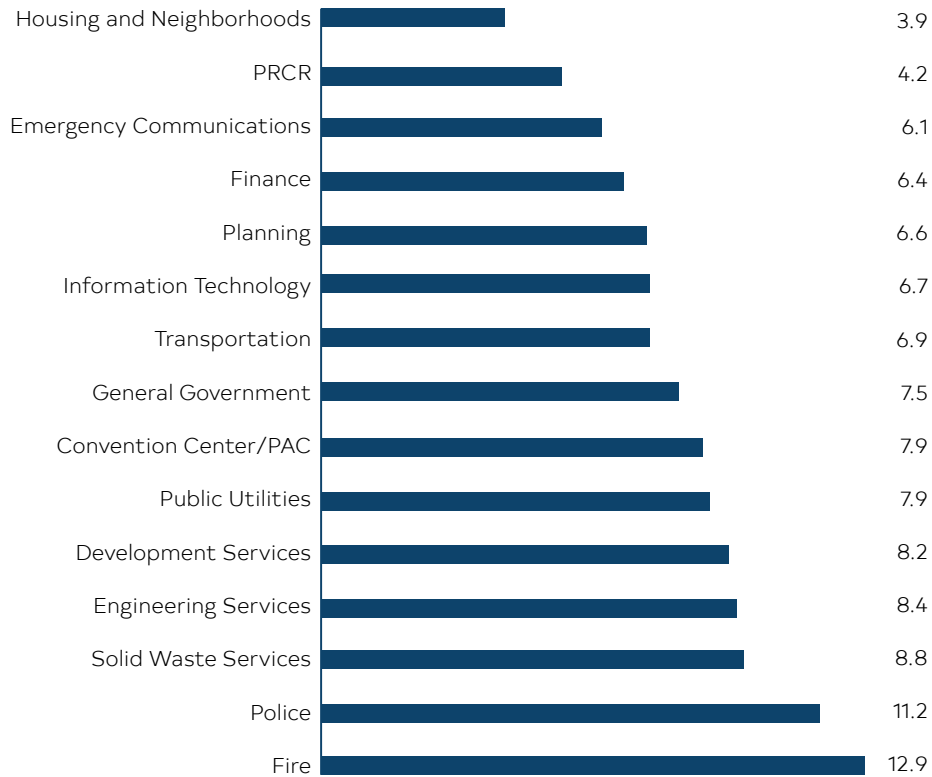
The market analysis of one-third of full-time job classifications that included 85 benchmark jobs to our market group was completed. The e-Performance module that will allow supervisors to electronically complete and store annual performance evaluation is moving along and is expected to go-live in the fall 2019.

OE 4.3 Develop Recruitment Strategies

Ensuring that the organization can recruit qualified applicants that represent and draw on the strengths of our community is an important part of successful service delivery. The team will begin to review new and innovative ways to recruit talent in the areas of greatest need. Succession planning ensures that the organization is prepared for vacancies in key positions and that there is planning to ensure minimum disruptions to service during these vacancies. The team presented a draft model to the Organizational Core Team and is working with Human Resources to refine the model to meet organizational needs.

Recruit and retain a diverse, high-performing workforce.

Average Years of Service¹⁵



OE 4.2 Develop Career Paths and Succession Planning

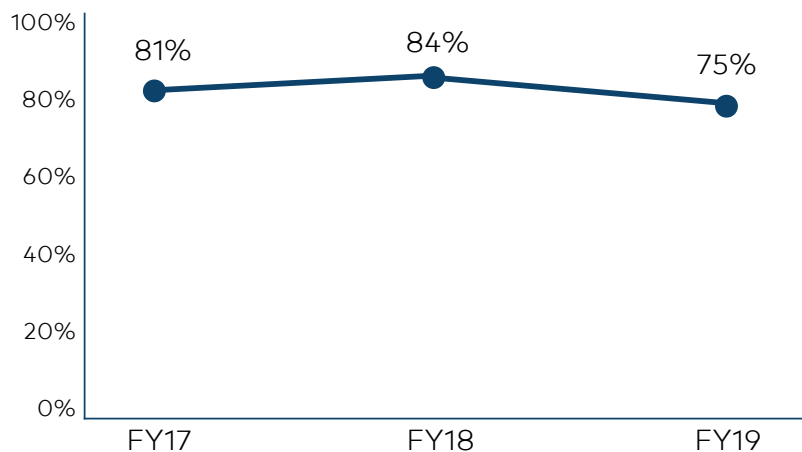
Succession planning ensures that the organization is prepared for vacancies in key positions and that there is planning to ensure minimum disruptions to service during these vacancies. The team presented a draft model to the Organizational Core Team and is working with Human Resources to refine the model to meet organizational needs.

Safe, Vibrant & Healthy Community

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.



Percent of Fire Responses within 5 Minutes



Having a clean, safe, and vibrant community is important for the future of Raleigh. The four objectives within the Safe,

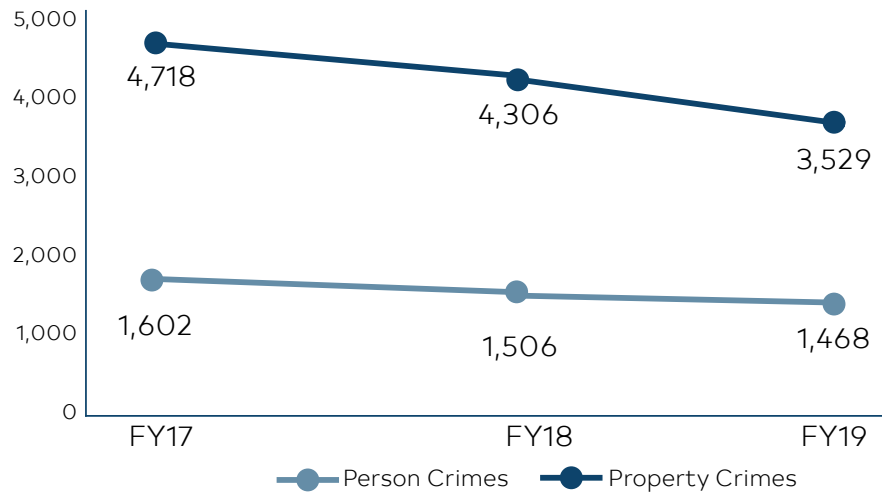
Vibrant & Healthy Community key focus area seek to:

- Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.
- Preserve and increase the supply of housing for all income groups, including those with supportive service needs.
- Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.
- Enhance our citizens' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.

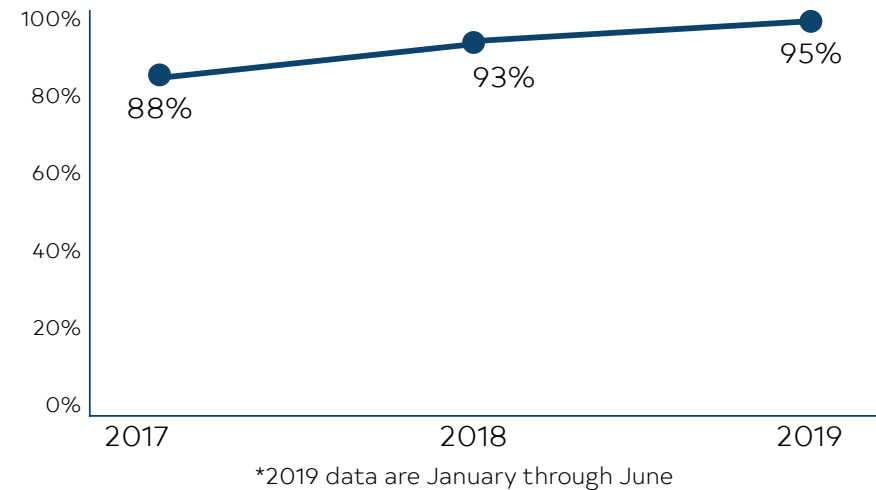
66% Rate the overall cleanliness of Raleigh as "excellent" or "good."

84% Feel "safe" or "very safe" in Raleigh.

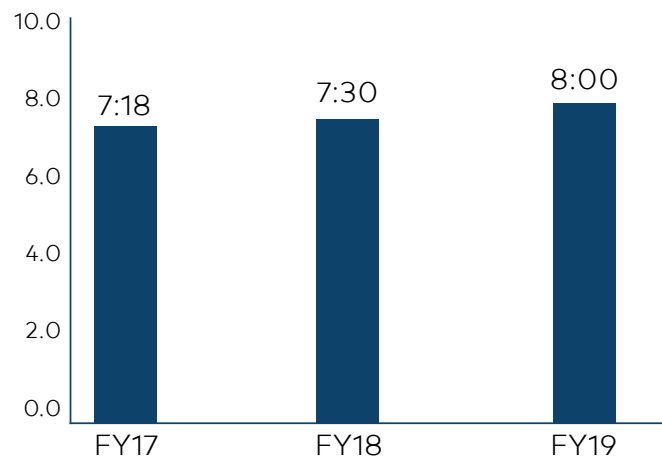
Person and Property Crime (per 100,000¹⁷)



911 Calls Answered within 10 Seconds



Average Police Response Time for Priority 0 Calls (in minutes)



Police response times reported are the average response times for Priority 0 calls for service¹⁸. Raleigh Police Officers rely on their training and departmental policy to determine the speed and manner in which to drive when responding to calls for service. Officers responding to emergency situations must drive with due regard for the safety of all persons using the road and in a manner cognizant of traffic conditions at the time. While the Raleigh Police Department strives to minimize its response time to high priority calls, it must do so in a manner that maintains the safety of the general public.

Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.

SVHC 1.1 Staff Presence – Special Events

The formal Special Events Group has been revamped and is working efficiently. The FY20 budget includes funding for portable barriers that will be used during special events. The portable barriers will reduce the City's reliance on large equipment trucks to create barriers.

SVHC 1.2 Apply Crime Prevention through Environmental Design

Environmental factors (e.g., access control, lighting, visibility) and quality of life issues (e.g., orderliness, cleanliness) impact real and perceived safety. By employing Crime Prevention Through Environmental Design (CPTED) principles, the City of Raleigh can address environmental factors and quality of life issues at City facilities and in targeted areas throughout the city in order to positively impact real and perceived safety. Forty-three employees from across the City successfully completed both the Basic and Advanced CPTED certification classes. Additionally, 30 Raleigh Police Officers received CTPED re-certification. The initiative team is creating an abbreviated training for department heads and supporting staff. Every department that owns/maintains facilities formed a smaller team to prepare for FY2020 CPTED evaluations/assessments.

SVHC 1.3 Public Safety Staffing and Facility Needs

The FY2020 Budget includes various investments in public safety, including replacing outdated water and trench rescue equipment in the Fire Department and continuing the fire apparatus replacement plan, with two engines being replaced in FY2020. Funding is also included to expedite police vehicle upfit and to facilitate the opening of the Police Department's new southeast district station on Rock Quarry Road.

Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

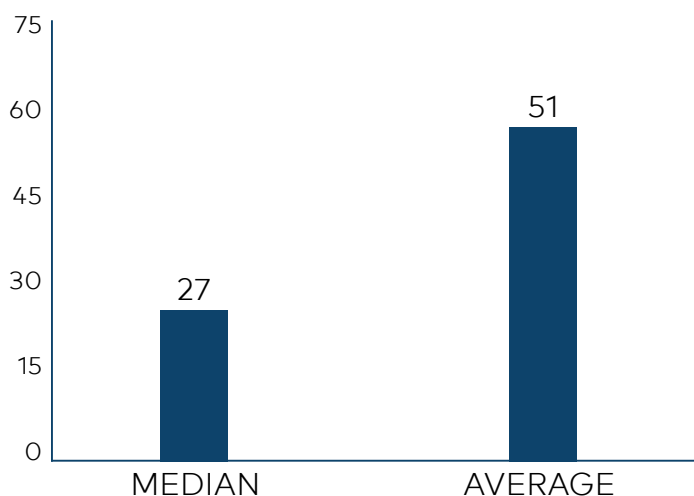
SVHC 2.1 Oak City Cares

Construction of Oak City Cares was completed, and it officially opened in April 2019

SVHC 2.2 Partnerships for Permanent Housing for At-Risk

City staff in partnership with Wake County, Alliance Behavioral Healthcare, and developers of affordable housing seeking gap financing, have begun to set aside a portion of units in each affordable housing development for supportive housing and Alliance clients. Over the past three years, there have been commitments for 140 new units.

Average and Median Nights Spent in Emergency Shelters



In 2018 in Wake County:

- of those who exited emergency shelters to permanent housing, 37% returned to homelessness within 2 years.
- of those who exited transitional housing to permanent housing, 14% returned to homelessness within 2 years.
- of those who exited rapid rehousing to permanent housing, 12% returned to homelessness within 2 years.

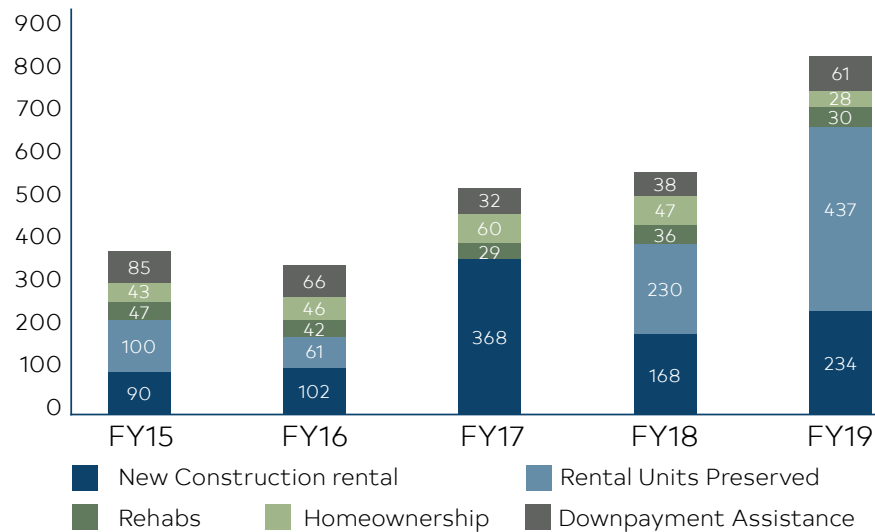
Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

SVHC 2.3 Partnerships for Mixed-Income Housing

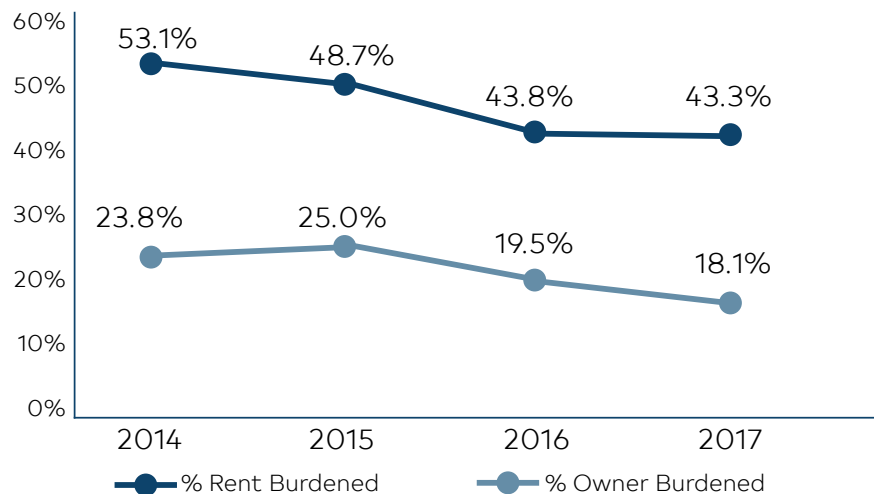
Significant progress has been made to advance the City's mixed-income housing goals. To date, more than 44 lots have been sold to six homebuilders in East College Park with 30 single-family homes being sold (24 of which were sold during FY2019). Construction of the East College Park townhomes is expected to begin the winter of 2019; infrastructure work has already begun. As part of the Martin Haywood Project, 13 of the 23 homes have been built, and 10 have been sold. When complete, the East College Park and Martin Haywood projects will add 133 single family homes and 50 townhomes.



Affordable Housing Goal



Cost Burdened⁸



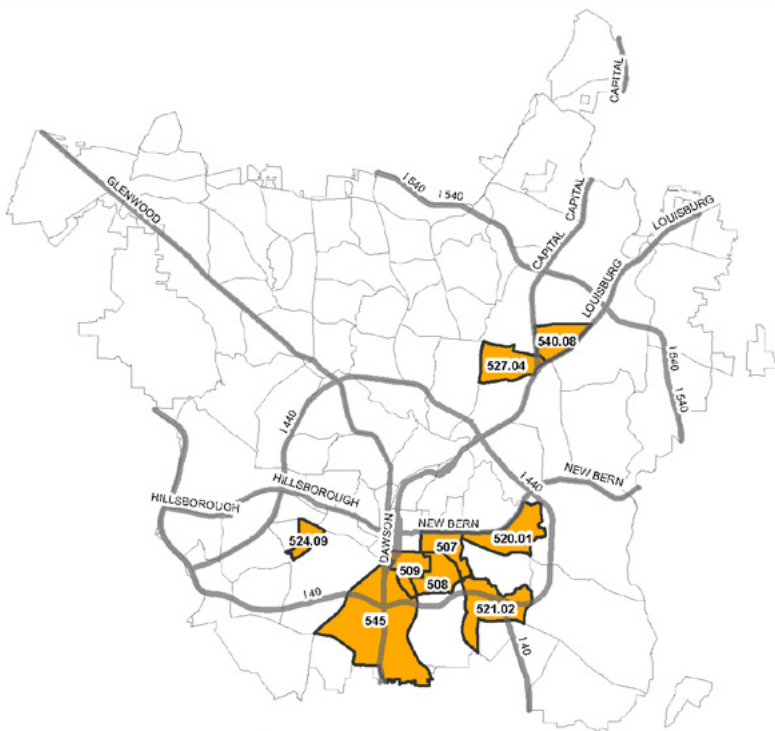
2.4 Implement the Affordable Housing Improvement Plan

The Mayor and City Council approved the Affordable Housing Improvement Plan in 2015 and subsequently approved adding one cent to the property tax rate to support affordable housing in 2016. In FY2019, more than 650 units were created or preserved through various programs. More than 25 owner-occupied homes were rehabilitated and repaired, and more than 50 first-time homebuyers were provided down payment and closing cost assistance.

Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.

There are nine Racially Concentrated Areas of Poverty (RCAPs) in Raleigh¹⁹.

The nine RCAPs are highlighted in the map below.



SVHC 3.1 Prepare Plans for Targeted Areas

In FY2019, staff continued its work on the Neighborhood Indicators Dashboard, an interactive map that will provide a snapshot of a neighborhood's health by sharing various data points. The dashboard will be one of the many tools that assist staff with identifying targeted investment opportunities throughout the city.

SVHC 3.2 Acquisition Priorities – Redevelopment Areas

The City of Raleigh provided funds that enabled Passage Home to complete its ownership of the Brown Birch Apartments in FY2018. In FY2019, City Council approved gap financing of \$2,017,704 for new affordable apartments to be built on the site. The proposed 200-unit apartment community will be called Toulon Place. Additionally, the City is sponsoring the redevelopment of City-assembled land (5-acres) south of Brown Birch for 154 affordable rental units which will be called The Summit at Sawyer. City Council approved \$3,000,000 in gap financing for this project in FY 2019 as well.

SVHC 3.3 Strengthen Community Outreach, Engagement, and Communication

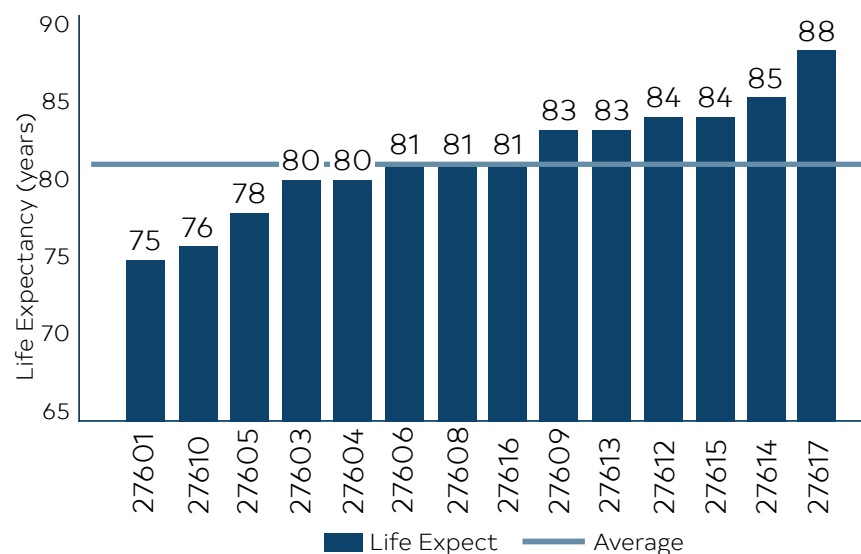
During FY2019, 25 staff members from across City departments, including staff from City Planning, Housing & Neighborhoods, City Manager's Office, Communications, Police, and Parks, Recreation & Cultural Resources attended a three-day training at the Thomas Crowder Woodland Center on the International Association of Public Participation (IAP2) model. IAP2 is a globally recognized standard for effective community engagement. Additionally, in late FY2019 the City Planning Department issued an RFP for community engagement consultant services which will build upon the IAP2 training to develop Raleigh-specific community engagement recommendations.

Enhance our citizens' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.

SVHC 4.1 Support Strategies that Advance Healthy Choices

During FY2019, the initiative team partnered with the Connect Raleigh team (Transportation and Transit Initiative 4.2) to host a lecture on the role governments play in helping residents lead healthy lives. The lecture featured Mark Fenton, public health, planning, and transportation consultant/professor and former host of the PBS series "America's Walking", as well as a local panel which included Planning, Parks, Recreation & Cultural Resources, Wake County Human Services, and Advocates for Health in Action. Additionally, the initiative team hosted a Senior Bus Expo at the Five Points Center for Active Adults. During the event, more than 60 seniors learned about GoRaleigh's services and were able to tour a bus and meet a bus driver. Attendees were able to apply for a senior GoPass, which allows seniors to ride buses for free, onsite; nearly 30 seniors received their senior GoPass. Additionally, the Office of Raleigh Arts received a grant from the National Guild for Community Arts Education to produce arts programming in all four quadrants of the city that supported older adults social and emotional needs through creative expression and social engagement. The program culminated in December as an exhibition that showcased participants' work at the Borden Building in Fletcher. Lastly, Garden Corp, the 12-week inter-generational seed to plate gardening program that bring teens and older adults together, was a success. A graduation ceremony for the participants and program partners was held in June 2019.

Life Expectancy by Zip Code ²⁰

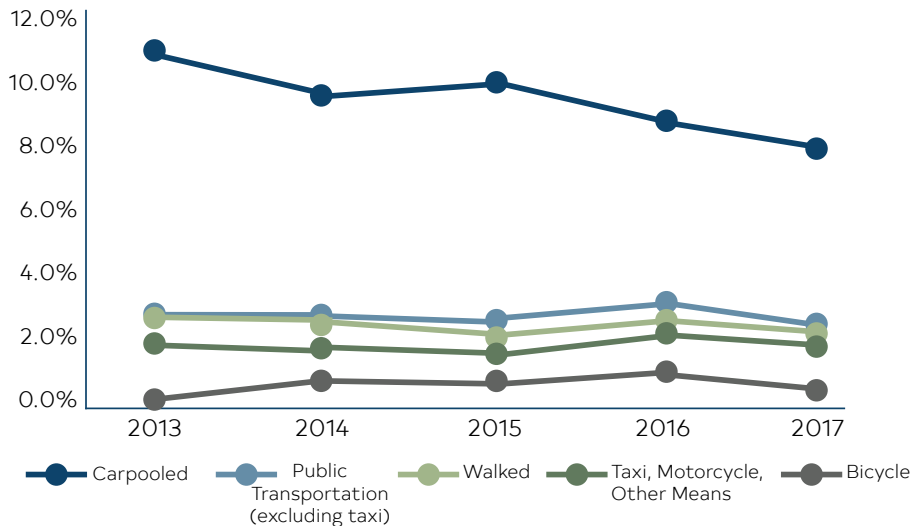


Sixty-one of the 653 projects included in the BikeRaleigh Master Plan have been completed or partially completed

Transportation & Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles, and transit that is linked to regional municipalities, rail, and air hubs.

Commuters Travel Mode to Work Other than Driving Alone⁸



Having a robust multi-modal transportation system is important for our community's future. The four objectives within the Transportation & Transit key focus area seek to:

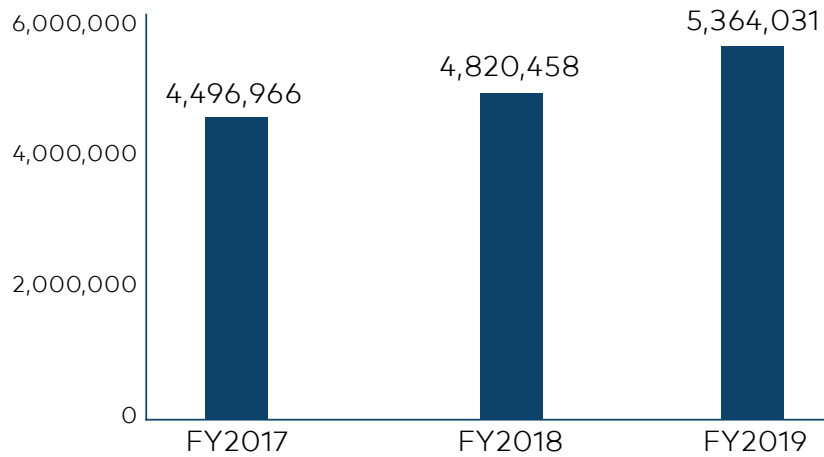
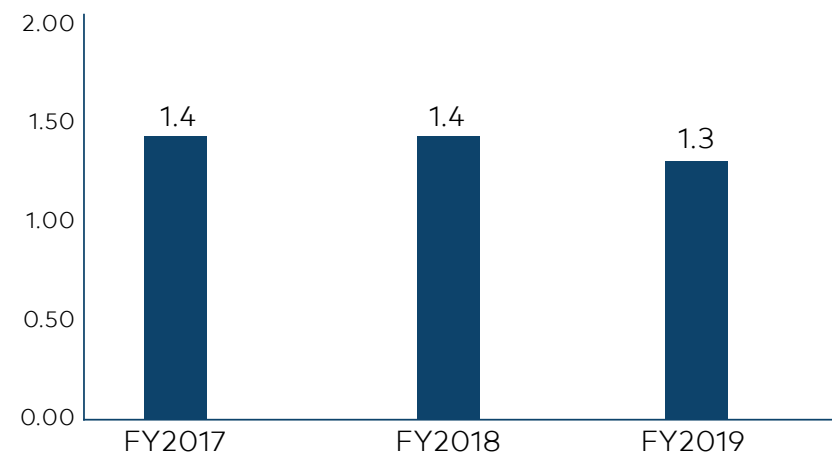
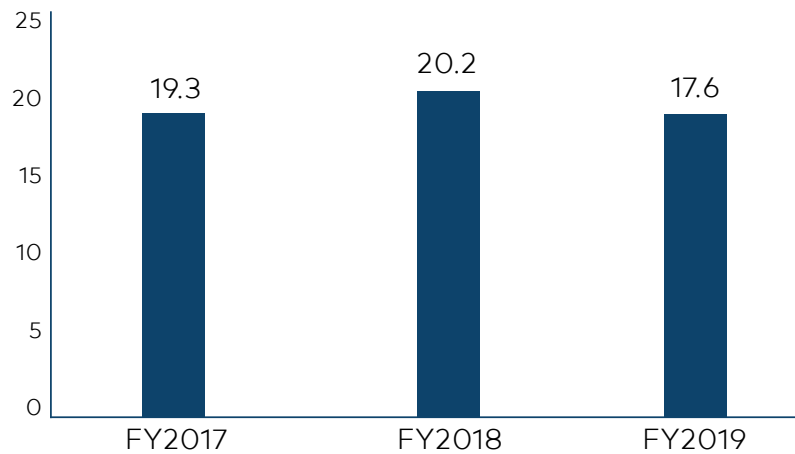
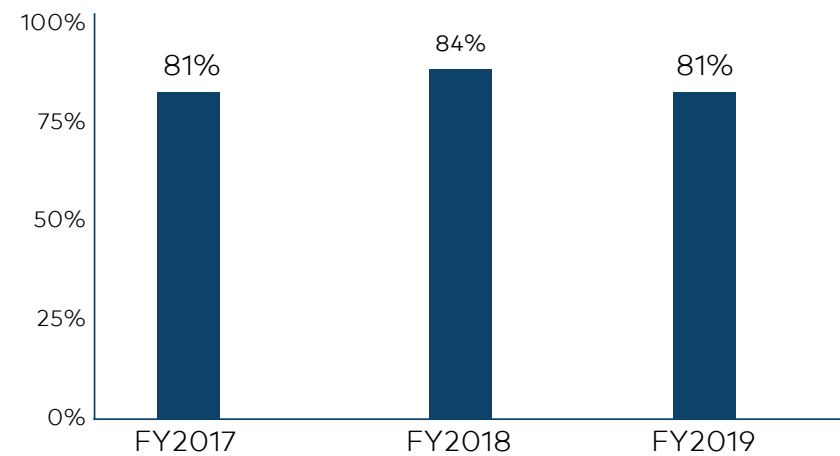
- Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.
- Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.
- Connect the City's transportation network to the region through partnerships.
- Establish Raleigh as the leader in transportation innovation.

Transit Users Rating of GoRaleigh²¹ (percent "good" or "very good")

32% Weekend Service

63% Frequency

64% Ease of Bus Connections

GoRaleigh Ridership**GoRaleigh Passenger per Mile****GoRaleigh Passenger per Revenue Hour****On-Time Percentage**

Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.

TT 1.1 Review and Evaluate Project Delivery Process

Findings from a peer survey that was conducted served as a launching pad for fruitful cross-departmental conversations about the past, current, and potential state of Raleigh's processes and practices. Staff is exploring implementing practices used by peers. In addition, staff began developing training for key users of the newly project management software that will be leveraged cross-departmentally and will assist with communicating project status and progress both internally and publicly.

TT 1.3 Data-driven Transportation Investments

This initiative challenges staff to review regional data, growth projections, and area planning to reflect data in investments for transportation capital projects. From Envision Tomorrow, 2045 Metro Plan, to the Regional Transportation Model (TRM), the use of data is inherently embedded in the planning processes that directly influence transportation capital investments. During Fiscal Year 2019, the initiative team focused on opportunities for making data more accessible to the public and how better communicating how the various data and plans converge to impact planning and investments. The initiative team engaged the Capital Area Metropolitan Planning Organization (CAMPO) about providing data on the City of Raleigh's Open Data portal and within ArcGIS. After discussion, it was decided that moving the data was not the preferred option, however, CAMPO and the initiative team may explore mirroring the data onto the City's websites. Efforts on better communicating the interconnectedness of data and plans are discussed under TT 3.1.



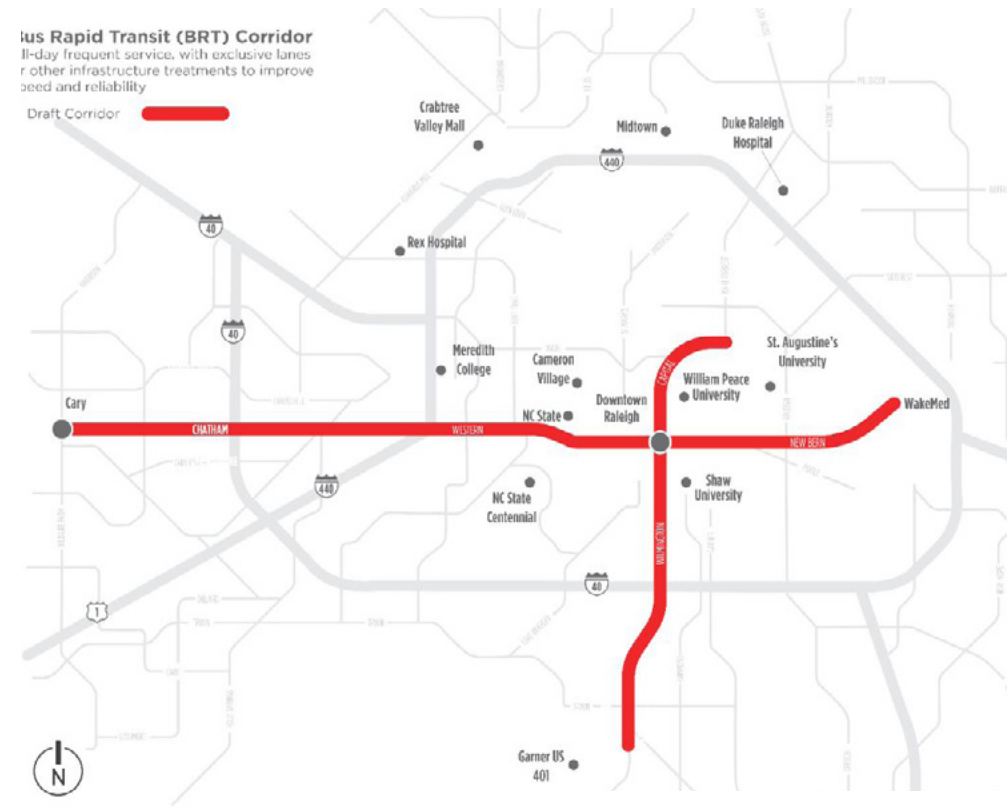
The City of Raleigh maintains more than 1,093 miles of streets. The City intends to contract with a third-party vendor to conduct a sidewalk/street inventory and pavement condition assessment.

TT 1.2 Transit, Transportation, and Land Use Vision

Several important studies and efforts are underway that will inform and influence the City's vision for transit, transportation, and land use. Two of these efforts are discussed below.

Multi-Year Bus Service Improvement Plan: The plan was completed during FY2019. The study was part of the Wake Transit Plan and a few of the study's major deliverables include recommendations for service standards, a detailed 10-year bus service plan, and a 10-year bus capital and facilities plan. The Plan is available at <http://goforwardnc.org/project/wake-bus-plan/>.

Downtown Transportation Plan: The City of Raleigh, in partnership with CAMPO, GoTriangle, and NCDOT completed the Downtown Transportation Plan was completed in FY2019. The multimodal plan provides recommendations on improvements for bicycles, pedestrians, transit, transportation, and urban design through the next 10 years. The Plan is available at <https://goraleigh.org/downtownplan>.



Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.

TT 2.1 Strengthen Transportation Connections between Modes

TT 2.4 Make investments to position select greenway trails as transportation options

During FY2019, the initiative teams piloted a micro-scale access plan and location inventory for New Bern Avenue to identify sidewalks, bus stops, street lighting, and greenway opportunities as it relates to addressing gaps and enhancing multi-modal connectivity. Moving forward the initiative team will pursue opportunities to conduct similar access plans/location inventories for select proposed Bus Rapid Transit stations.

TT 2.2 Use Data & Public Feedback to Improve the Transportation Experience

The GoRaleigh On-Board Transit User Survey was completed during FY2019. This survey instrument and methodology aligned with the survey instrument and methodology used by other regional peer transit providers. Final survey results will be available in FY2020. Staff will use the resulting data to identify opportunities for enhancing the GoRaleigh user experience.

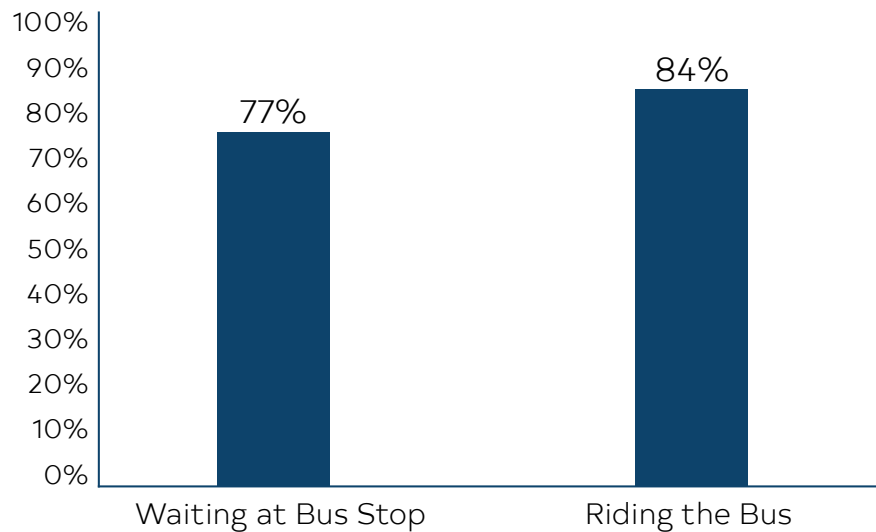
57%

Percent rate their experience walking to places in Raleigh as excellent or good

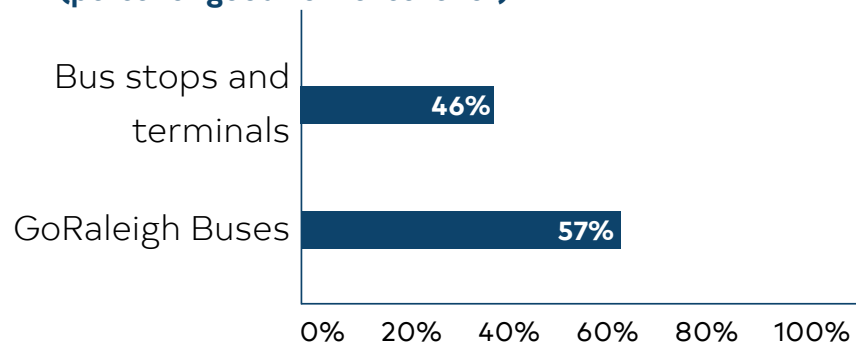
14%

Percent indicated they frequently or very frequently use the city's greenways for transportation

Transit Users Rating of GoRaleigh²¹ (percent "safe" or "very safe")



Community Ratings on GoRaleigh Cleanliness (percent "good" or "excellent")



TT 3.2 Implement 2016 Transit Referendum Infrastructure and Service Expansions

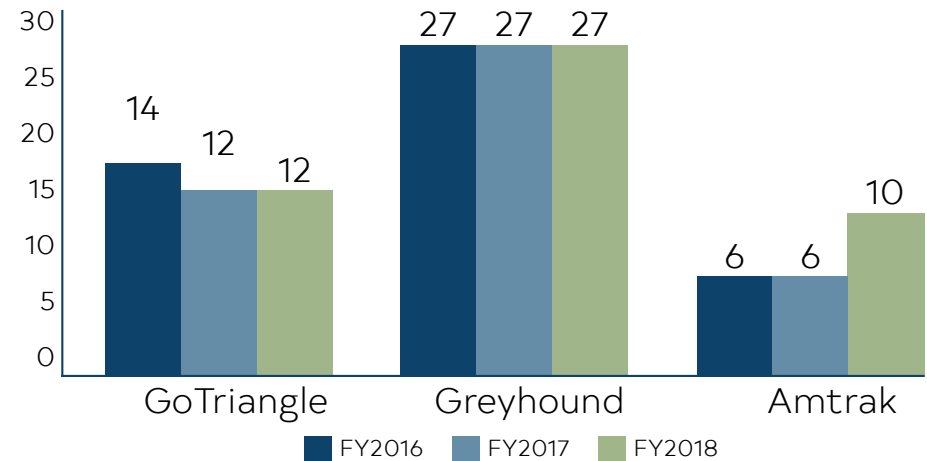
One of the major FY2019 highlights includes the Youth GoPass program going into effect. The Program allows Wake County teens to travel fare-free throughout Wake County. More than 3,400 teenagers across Wake County possess a Youth GoPass and more than 71,000 Youth GoPass trips have been taken on GoRaleigh.

Connect the City's transportation network to the region through partnerships.

TT 3.1 Transportation Relationships & Partnerships

In March 2019, a joint Capital Area Metropolitan Planning Organization (CAMPO) and City of Raleigh Transportation Department City Council work session was held. The presentation covered various topics including, the process for developing growth projections, how projections inform growth plans, the methodology used for prioritizing projects, and the various opportunities for City Council input.

GoRaleigh Regional Connections by Mode



The number of GoTriangle connections was reduced to 12 following the substantial completion of the US Department of Transportation funded I-40 Fortify project. The two routes from Johnston County were temporarily funded during the project to assist with traffic mitigation and provide alternatives to commuters.

Establish Raleigh as the leader in transportation innovation.

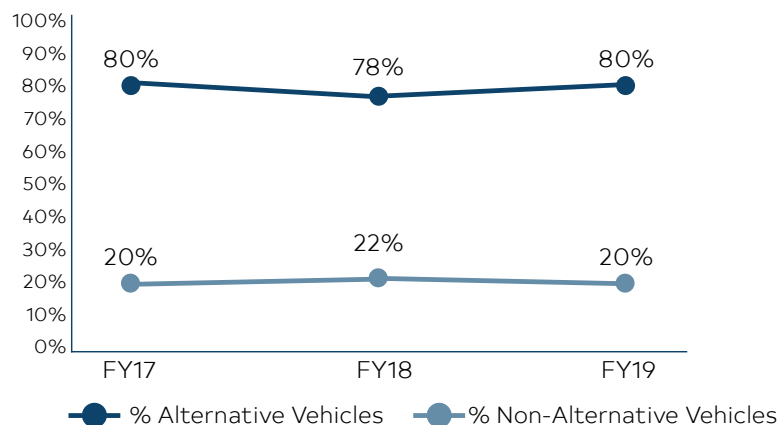
TT 4.1 Alternative Fuel Technologies

The Electric Vehicle Infrastructure Study commenced during FY2019. The final City of Raleigh Electrification Transportation Report will be available in FY2020. The report will include recommendations on both the City of Raleigh fleet transition and public infrastructure for mobility. Additional greenhouse gas emissions reduction strategies will be examined as part of the Community-wide Climate Action Plan (CCAP) project. Transportation overall in the community is 42% of our community-wide emissions.

TT 4.2 Initiate Speakers Series for Innovative Topics

Connect Raleigh hosted two lectures during FY2019. In October 2018, the initiative team partnered with WakeMed to host a lecture on the role governments play in helping residents lead healthy lives. The lecture featured Mark Fenton, as well as a local panel which included Planning, Parks, Recreation & Cultural Resources, Wake County Human Services, and Advocates for Health in Action. In June 2019, Connect Raleigh hosted an event focused gentrification which featured Kristen Jeffers, the founder and editor of The Black Urbanist, followed by a moderated a panel discussion that included professionals from local government, development, real estate, and non-profit industries.

Alternative Vehicles in City Fleet²²



Data Endnotes

Many data points included in this report are provided by City of Raleigh Departments. The endnotes below provide additional information regarding some of the data presented in the report. Should you have questions about any of the performance measures included in this report, please contact the City's Budget and Management Services Department at 919-996-4270.

1. Community Survey data are shared throughout the report. The community-wide random sampled survey was conducted by ETC Institute in winter 2018. Percentages exclude "don't know" responses. The national average is calculated by ETC and represents the average for communities with populations of 250,000 and greater.
2. The City's official Strategic Plan booklet can be accessed at: strategicplan.raleighnc.gov or by calling the City's Budget and Management Services Department at 919-996-4270.
3. Creative Vitality Index: calculated by WESTAF Creative Vitality Suite.
4. Arts and Culture Economic Impact: this is the latest available data calculated by the Americans for the Arts, Arts and Economic Prosperity IV.
5. Hotel Supply and Demand: Data source is Greater Raleigh Convention and Visitors Bureau.
6. Wake County Visitors: data source is Greater Raleigh Convention and Visitors Bureau.
7. Historic Sites and Landmarks: Numbers include sites and structures that are protected through the Certificate of Appropriateness (COA) process; thus, new buildings within historic districts are included in these numbers because regulating the non-historic buildings assist in protecting the character of the historic district as a whole.
8. Data Source: US Census Bureau American Community Survey 1-year estimates. Median Household Income: ACS asks respondents to provide their income for the last 12 months and data are collected every month of the year, as such adjacent years will have some reference months in common. All dollars are inflation adjusted to the most recent year as shown in ACS table CP03.
9. Unemployment Rate: 2019 data represent average from January through June 2019. Numbers are seasonally unadjusted. Source is North Carolina Department of Commerce Labor & Economic Analysis Division.
10. Incubator/Co-work Space: data self-reported by incubators and co-work spaces.
11. Startups/Small Business Interactions: startups/small business defined as businesses with less than 49 employees.
12. Economic Development Toolkit: visit www.raleigh4u.com to learn more about the various incentives included in the toolkit.

Data Endnotes

13. Air Quality Index: data source is US Environmental Protection Agency AirData for Core Based Statistical Area. 2019 covers January through August 18. The EPA notes the annual statistics for 2019 are not final until May 1, 2020.
14. Financial Transactions Payment Method: electronic refers to an automated payment method.
15. Average Years of Service: calculated for full-time employees only.
16. Recycling and Waste Data: waste data reflect single-family residences only. Recycling data reflect both single-family and multi-family residences.
17. Person and Property Crimes per 100,000 adhere to National Incident-Based Reporting System (NIBRS) definition of person and property crimes. Population estimates are from the American Community Survey 1-year estimates as of July 1 of the referenced fiscal year.
18. Average Response Time to Priority 0 Calls: Priority 0 calls include—Fight, Fight with Weapons; Shots into Building, Residence, Vehicle; Subject Shot; Homicide; Domestic Disturbance with Weapons; Officer Down; Subject with a Gun; Disturbance with Weapons; Crash – Aircraft; Crash – Boat; Crash – Fatality; Crash – Injury/Pinned In; Crash – Train/Injury; Armed Robbery; Attempted Armed Robbery; Rape; Mental Commitment/Violent; Robbery Alarm; Assault by Pointing (a Firearm); Active Shooter; Breaking and Entering (Non-Residence); Breaking and Entering (Residence); Breaking and Entering (Vehicle); Bomb Threat; Vehicle/Foot Chase; Check In with Police; Car-Jacking; Drowning; Home Invasion (In progress or Earlier); Hostage; Kidnapping; Missing Person Endangered; Panic Alarm; Weapons of Mass Destruction; Stabbing; Strong Arm Robbery.
19. Racially Concentrated Areas of Poverty (RCAP): RCAPs are defined as a Census Tract that exhibits both of these characteristics according to Census data: (1) more than 30% of residents live below poverty level and (2) more than 50% of households are non-white.
20. Life Expectancy by Zip Code: calculated by the Virginia Commonwealth University Center on Society and Health. The study was unable to calculate life expectancies for the following zip codes due to insufficient data: 27517, 27607, 27695, and 27709.
21. GoRaleigh Transit Survey: 2015 survey of transit users.
22. Alternative Vehicles in City Fleet: alternative vehicle is defined as vehicles with license plates, not equipment, that use Biodiesel, E85, Propane, Compressed Natural Gas, or Electricity. Does not include hybrids. Excludes GoRaleigh and Fire Department's Fleet.

Strategic Plan Objectives and Initiatives

As previously noted, the performance report includes abbreviated language for the initiatives to conserve space. The following pages provide the initiatives in their entirety.

Arts and Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

Objective 1: Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.

Initiative 1.1: Develop a comprehensive marketing campaign to market Raleigh as the "Southern Capital of Arts and Culture."

Objective 2: Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

Initiative 2.1: Identify and inventory Raleigh's unique places, experiences, and traditions.

Initiative 2.2: Develop a long-term vision and goals for Raleigh's historic assets.

Initiative 2.3: Work with community partners to create a development plan for the Dorothea Dix Park.

Initiative 2.4: Identify future destination facilities and develop programs that support and enhance arts, culture, and tourism activities throughout all geographical areas of Raleigh.

Initiative 2.5: Cultivate projects and partnerships that foster collaboration between the creative community, arts and cultural organizations, and local tech companies.

Economic Development and Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

Objective 1: Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

Initiative 1.1: Promote and use the Regional Workforce Skills Analysis results in discussions with industry, workforce development, and economic development partners to identify and develop specific strategies and initiatives for each industry sector.

Initiative 1.2: Support educational organizations, industry, workforce development, and economic development partners in hosting regional forums to build strategies for providing programs and degrees to meet workforce needs.

Initiative 1.3: Continue to partner with non-profits on workforce development issues.

Objective 2: Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

Initiative 2.1: Create partnerships and identify best practices that assist small, start-up, and minority-owned business development and education.

Initiative 2.2: Partner with the business community to host forums promoting equitable economic development and collaboration on economic development.

Initiative 2.3: Pursue joint business ventures with the private sector, State of North Carolina, and local universities that encourage and implement creative projects that add jobs and investment in our community.

Initiative 2.4: Identify opportunities to strengthen and promote the City of Raleigh's Minority and Women-owned Business Enterprise (MWBE) arts, culture, and tourism activities throughout all geographical areas of Raleigh.

Objective 3: Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.

Initiative 3.1: Evaluate the economic development tool kit policies and programs' effectiveness at supporting business recruitment, development, and retention; propose revisions as appropriate.

Initiative 3.2: Continue to refine, revise, and improve the development review and permitting process.

Initiative 3.3: Develop a policy for strategic property disposition and acquisition.

Objective 4: Maintain and develop amenities and infrastructure specifically attractive to economic development.

Initiative 4.1: Develop downtown parking strategies to adequately support economic development.

Initiative 4.2: Develop strategies to close the digital divide within our community by connecting underserved communities to affordable internet service through partnerships with private sector and nonprofit internet service providers.

Growth and Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements.

Objective 1: Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.

Initiative 1.1: Pilot an improvement process by evaluating ordinances and development plan review associated with tree cover to maximize water and air quality protection without impeding sustainable growth.

Objective 2: Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.

Initiative 2.1: Add amenities to greenway trails to increase and improve user experience.

Initiative 2.2: Expand green space in Raleigh by creating an open-space plan including criteria for land acquisition and pursuing non-City funding for land preservation.

Objective 3: Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.

Initiative 3.3: Build on recommendations of the Green Infrastructure Task Force, including an inventory of green infrastructure and the establishment of a green-infrastructure policy for City projects and facilities.

Initiative 3.4: Implement strategies for city-wide waste reduction.

Initiative 3.5: Develop the Community-wide Climate Action Plan (CCAP), including establishing a greenhouse gas emission reduction goal and identifying strategies to achieve emission reductions including evaluating a renewable energy goal

Objective 4: Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

Initiative 4.1: Develop criteria and methods for identifying and prioritizing neighborhoods that would benefit from area planning.

Initiative 4.4: Adopt and implement a Complete Streets policy.

Initiative 4.5: Identify capacity, regulations, and resources that are needed to improve the quality and character of infill development, to include studying existing deficiencies and identifying enhanced code.

Initiative 4.6: Align the Capital Improvement Program to support and identify funding strategies for the implementation and maintenance of streetscape, pedestrian, and neighborhood enhancement projects.

Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

Objective 1: Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

Initiative 1.1: Develop and adopt a performance management philosophy that encourages innovation by: promoting continuous improvement, allowing evaluation of our financial condition, human capital and policies and processes, aligning with community goals and priorities, and identifying and implementing pilot projects.

Initiative 1.4: Ensure the organization's ability to provide services during times of severe stress through a review of business continuity plans and resiliency principles.

Initiative 1.5: Establish a governance structure for maintaining organizational policies and procedures.

Initiative 1.6: Review the Sustainability Tools for Assessing and Rating (STAR) feedback to identify gaps and opportunities for community improvement.

Objective 2: Align facilities, staff, and technology with organizational needs.

Initiative 2.1: Increase accessibility of documents and records to internal and external customers.

Initiative 2.2: Complete construction and connection of City institutional fiber to the City's 41 priority sites and evaluate future new facilities for appropriate investments.

Initiative 2.3: Plan a centralized campus that provides easy access to staff and citizens and promotes effective collaboration.

Objective 3: Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.

Initiative 3.1: Develop and implement consistent customer service standards, training, and evaluation organization-wide.

Initiative 3.2: Review the scope, structure, and engagement of City boards, committees and commissions to enhance purpose and value in the policy-making process.

Initiative 3.3: Implement a Customer Relationship Management system to facilitate better customer service

Objective 4: Recruit and retain a diverse, high-performing workforce.

Initiative 4.1: Assess, develop, and adopt a total compensation philosophy and structure (to include pay, classification and employee performance evaluation systems).

Initiative 4.2: Develop formal and structured career paths and succession-planning processes to encourage employee cross-training and professional development

Initiative 4.3: Develop recruitment strategies to ensure the City attracts highly qualified candidates while leveraging strengths of the local workforce.

Safe, Vibrant and Healthy Community

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

Objective 1: Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.

Initiative 1.1: Develop a comprehensive approach for assessing City resources that are needed to ensure an adequate staff presence at entertainment venues and special events.

Initiative 1.2: Apply Crime Prevention through Environmental Design principles to increase and enhance safety in targeted areas throughout the City.

Initiative 1.3: Evaluate public safety staffing and facility needs in order to optimize public safety outcomes.

Objective 2: Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

Initiative 2.1: Establish partnerships to provide for a homeless service resource center.

Initiative 2.2: Expand partnerships to increase the supply of permanent housing for formerly homeless and at-risk persons with special needs.

Initiative 2.3: Seek new partnerships for the development of mixed-income housing in or near the Downtown area.

Initiative 2.4: Pursue affordable housing goals as outlined in the Affordable Housing Improvement Plan and approved by City Council.

Objective 3: Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.

Initiative 3.1: Prepare and adopt plans for targeted areas characterized by disinvestment and consider funding strategies to implement plan components.

Initiative 3.2: Identify and address acquisition priorities in redevelopment areas to eliminate blight and create critical land mass for future development.

Initiative 3.3: Strengthen neighborhood social fabric through community outreach, engagement, and communication.

Objective 4: Enhance our citizens' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.

Initiative 4.1: Implement and support strategies that eliminate barriers to healthy and active lifestyle choices, including identifying opportunities for the City to support efforts to address: substance abuse and opioid addiction; aging in place; and urban agriculture, the applicable recommendations of the Wake County Food Security Plan, and education about the benefits of local, healthy food options.

Transportation and Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles and transit that is linked to regional municipalities, rail, and air hubs.

Objective 1: Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.

Initiative 1.1: Review and evaluate project delivery process.

Initiative 1.2: Identify and develop policy, financial strategies and investment opportunities for affordable housing, economic development, and land use efforts that will maximize the effectiveness of the Wake County Transit plan investments and the benefit to the areas in which infrastructure investments will be made, to include appropriate community engagement and outreach.

Initiative 1.3: Review regional data, growth projections, development potential and area planning and reflect data in investments in transportation capital projects.

Objective 2: Enhance the safety, maintenance, convenience and appearance of the transportation network in order to give more people more choices.

Initiative 2.1: Identify and implement projects that strengthen connections between modes.

Initiative 2.2: Evaluate usage data and public feedback to modify and improve the transportation experience with emphasis on bus cleanliness, safety, amenities, and on-time service.

Objective 3: Connect the City's transportation network to the region through partnerships.

Initiative 3.1: Evaluate existing relationships; explore and develop potential partnerships that would improve regional mobility.

Initiative 3.2: Expand transit service and complete infrastructure..." to

Initiative 3.2: Expand transit service and complete infrastructure projects approved in the 2016 Transit Referendum, to include transit supportive multi-modal infrastructure included in the 2017 Transportation Bond

Objective 4: Establish Raleigh as the leader in transportation innovation.

Initiative 4.1: Continue to implement the fuel and fleet transformation recommendations and the implementation of the anaerobic digester at the Neuse River Resource Recovery facility, and examine opportunities for additional greenhouse gas reduction strategies associated with the City fleet and equipment.

Initiative 4.2: Initiate a speakers' series with national experts to educate the organization and community on strategic and innovative topics.



Raleigh

strategicplan.raleighnc.gov