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Work Session - Tuesday, September 14 - 4:00 P.M.

Reminder that Council will meet next Tuesday in a scheduled work session at 4:00 P.M.

The agenda for the work session was posted to the electronic agenda management system Thursday:

https://go.boarddocs.com/nc/raleigh/Board.nsf

You will be receiving information on joining the WebEx Events session on Monday; staff will be available to assist with log ins and joining the virtual City Council meeting.
INFORMATION:

**American Rescue Plan Act - Special Events Funding**
*Staff Resource: Whitney Schoenfeld, Em. Mgt. & Spcl. Events, 996-2204, whitney.schoenfeld@raleighnc.gov*

The City has received federal American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) to respond to the COVID-19 Public Health Emergency and associated negative economic impacts. On July 6 City Council authorized $160,000 of ARPA funding for the Office of Emergency Management and Special Events to address the pandemic. Those funds are now available to assist agencies in producing high-quality, equitable events that will enhance the cultural environment and strengthen the local economy.

Staff has issued a Notice of Funding Availability (NOFA) and is accepting proposals to help event organizers offset costs associated with hosting special events that take place in City streets, public plazas, and Dorothea Dix Park. To be considered for funding, events must occur between August 1, 2021 and June 30, 2022. Organizations may request an amount no less than $5,000 and no greater than $10,000. The initial round of proposals must be submitted by 5:00 P.M. Friday, September 24. Complete proposals received by the deadline will be reviewed, and agencies will be selected and recommended for funding by a review panel established by the City. Additional rounds of funding will be offered on future dates until funding is no longer available.

More information on program requirements and selection criteria can be found on the [Special Events Funding webpage](#). As a reminder, City Council will be having discussions about additional ARPA funding during Tuesday’s regularly scheduled work session.

*(No attachment)*

**Comprehensive Plan Racial Equity Update Request for Qualifications**
*Staff Resources: Ira Mabel, Planning and Development, 996-2652, ira.mabel@raleighnc.gov*

Staff published a request for qualifications (RFQ) for a Comprehensive Plan Racial Equity Update on August 30; submittals in response to the RFQ will be accepted until 5:00 P.M. September 24.

A total of $150,000 is allocated for this project, appropriated as part of the adopted FY 2021-22 budget. The full RFQ can be found on the State of North Carolina Interactive Purchasing System at the following link: [https://www.ips.state.nc.us/IPS/AGENCY/PDF/14400600.pdf](https://www.ips.state.nc.us/IPS/AGENCY/PDF/14400600.pdf).

*(No attachment)*

**Peace Street Partial Closure - Full Width Resurfacing Saturday**
*Staff Resource: Chris McGee, Transportation, 996-6446, christopher.mcgee@raleighnc.gov*

Resurfacing contractor Fred Smith Company is moving at a steady pace to improve the transportation experience of motorists, cyclists, and pedestrians. While these improvements do come with some inconvenience, staff has worked with the contractor to reduce the overall impact to citizens and businesses to the greatest extent possible. Peace Street is no exception.
The contractor has completed incidental work during the previous 4 weeks in preparation for full width resurfacing of W. Peace Street between W. Johnson Street and West Street. The final paving project will occur Saturday, September 11 between 7:00 A.M. and 7:00 P.M. If the project is not completed during these hours, final work will be completed during normal working hours the following week. This project will repair pavement deterioration as well as pavement patches resulting from the recently completed Raleigh Water project.

Staff has been meeting with every business owner individually each week to inform them of the upcoming schedule and solicit feedback. City staff and the contractor can quickly respond to any concerns expressed regarding the project. Staff has maintained regular contact with residents along the corridor as well.

To limit the negative impact on businesses during the final paving operation, traffic on Peace Street will be limited to the east bound direction only. West bound traffic will be detoured to West Johnson Street. The contractor has hired Raleigh Police to be onsite and assist with traffic control on the project and the detour route during Saturday’s paving operation. Below is a map of the detour route:

![Map of detour route](image)

(No attachment)

**Wakefield Small Area Study – In Person Engagement**

**Staff Resource:** Hannah Reckhow, Planning and Development, 996-2622, hannah.reckhow@raleighnc.gov

Additional information has been added to the Wakefield Small Area Study project webpage. This includes recordings of stakeholder interview meetings and a presentation of the draft recommendations of the study from July 29; the project team received feedback on the recommendations via an online survey that was open between August 3 and August 16. The survey received over 190 responses; full results can be viewed here.

At the request of the district Council Member, the project team will present the Wakefield Small Area Study on Tuesday September 21 at 7 P.M. Staff will provide a brief presentation of the draft recommendations and will be available to answer questions and take comments.

(No Attachments)
Marcom Street, Kelford Street and Burt Drive Sidewalk Petitions

Prior to the current suspension of the sidewalk petition program and in response to a citizen request, sidewalk petitions were issued for Marcom Street, Kelford Street and Burt Drive on January 7, 2020. These petitions achieved successful results under the parameters of the program in place at that time; the current sidewalk petition policy requires a minimum of 50 percent plus one vote in favor of the proposed sidewalk. Petition results were as follows:

<table>
<thead>
<tr>
<th>Street</th>
<th>Percentage of Support</th>
<th>Participation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcom Street</td>
<td>60%</td>
<td>42%</td>
</tr>
<tr>
<td>Kelford Street</td>
<td>100%</td>
<td>33%</td>
</tr>
<tr>
<td>Burt Drive</td>
<td>60%</td>
<td>38%</td>
</tr>
</tbody>
</table>

Staff recommends combining these three sidewalk petitions together for design and construction since the streets were petitioned together and are in close proximity to each other.

Previous sidewalk petitions included assessments of adjoining property owners; therefore a public hearing was required. The practice of holding a public hearing continued long after assessments were eliminated from petition sidewalk projects. To streamline the process, avoid unnecessary appearances at City Council meetings, and in accordance with code, a public hearing will not be scheduled for this and future sidewalk projects. Staff will work to include successful petition projects as candidates for funding through the Capital Improvement Program (CIP). Council can authorize the project for implementation through inclusion in a future CIP, and staff will propose inclusion of these projects in the FY23 Capital Improvement Program.

For additional background, these sidewalk petitions were originally slated for a public hearing in the spring of 2020 but delayed due to the COVID pandemic. Policy discussions regarding sidewalk petition prioritization further delayed the hearing schedule; a revised sidewalk prioritization methodology was subsequently adopted by council in December 2020. These petitions had already been completed prior to the suspension of processing new sidewalk petitions; no other sidewalk petitions are pending, and the Sidewalk Petition Program will remain suspended until further notice.

Project Scope

Once funding becomes available, staff recommends installation of a 5-foot-wide sidewalk behind a 3.5-foot-wide grass planting strip, behind existing curb and gutter on all three streets. Scope specifics, including estimated construction costs, are as follows:

<table>
<thead>
<tr>
<th>Street</th>
<th>Location</th>
<th>Limits</th>
<th>Length</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcom Street</td>
<td>north side of Marcom</td>
<td>Gorman to Stovall</td>
<td>746 feet</td>
<td>$ 401,000</td>
</tr>
<tr>
<td>Kelford Street</td>
<td>north side of Kelford</td>
<td>Gorman to Stovall</td>
<td>680 feet</td>
<td>282,000</td>
</tr>
<tr>
<td>Burt Drive</td>
<td>south side of Burt</td>
<td>Gorman to Stovall</td>
<td>530 feet</td>
<td>234,000</td>
</tr>
</tbody>
</table>

Funding allocations are contingent upon future capital appropriations.

The combined project earns 15 points on the sidewalk petition prioritization scoring methodology adopted by City Council December 1, 2020. This score ties for third place among approved petition projects not
already programmed for funding. Property owners will not be assessed for the sidewalk improvements. Included with the Update materials are project details and location maps.

(Attachments)

**Capital Boulevard North Corridor Study - Final Report Delivery**

*Staff Resource: John Anagnost, Planning and Development, 996-2638, john.anagnost@raleighnc.gov*

Staff is preparing the final study report for the Capital Boulevard North corridor study. During the last six months, staff have expanded the report section detailing needed community investments in the study area. These investments are intended to improve economic stability prior to the implementation of the transportation and land use policy recommendations of the overall plan. The sequence of goals is now more clearly explained in the report. The plan report will be published on the project web page in mid-September, with a subsequent presentation on a Council agenda along with a request for referral to the Planning Commission.

Staff will be presenting the report to the Bicycle and Pedestrian Advisory Commission and the Raleigh Transit Authority in September and October respectively. Two Ask-A-Planner sessions will be scheduled for the week of October 18; these sessions will be advertised with postcard, GovDelivery emails, and social media postings. The Comprehensive Plan Amendments included with the report will require mailed notice in advance of Planning Commission and the City Council meetings. Based on this timeline, the Planning Commission could be expected to begin discussion of the report at the November 18 Committee of the Whole meeting.

(No Attachments)

**Weekly Digest of Special Events**

*Staff Resource: Sarah Heinsohn, Special Events Office, 996-2200, sarah.heinsohn@raleighnc.gov*

Included with the Update materials is the special events digest for the upcoming week.

(Attachment)

**Council Member Follow Up Items**

**Follow Up from the May 18 City Council Meeting**

**Fiber Infrastructure – Information Requested (Council Member Branch)**

*Staff Resource: Noah Otto, Information Technology, 996-2868, noah.otto@raleighnc.gov  
   Ken Dunn, Transportation, 996-6810, ken.dunn@raleighnc.gov*

During the meeting Council requested information on fiber installation throughout the city and where potential gaps in coverage might exist.
There has been a considerable amount of fiber infrastructure constructed throughout the city over the last few years. Staff coordinated with residential fiber service providers to provide the latest mapping and included are the number of approved permits from January 2020 through August 2021.

The map below provides a view of the available (Green) residential fiber coverage and fiber under construction (Red) within the Raleigh geographic area. The map shows the generalized availability of fiber but does not show fiber availability to commercial buildings. It also does not depict other broadband services such as Coax, 4g/5g, and DSL. Larger areas depicted on the map with no fiber availability are the locations of parks, roadways, and other open land.

The table below lists a breakdown of permits submitted and approved for AT&T and Google over the last twenty months:

<table>
<thead>
<tr>
<th></th>
<th>January 2020-December 2020</th>
<th>January 2021 – August 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT&amp;T</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>Google Fiber</td>
<td>70</td>
<td>92</td>
</tr>
</tbody>
</table>

(No Attachment)
Follow Up from the August 17 City Council Meeting

**Old Poole Road at Poole Road - Additional Signal Installation (Council Member Branch)**

*Staff Resource: Todd Edwards, Transportation, 996-4088, todd.edwards@raleighnc.gov*

During the meeting Council requested staff to work with NCDOT regarding a traffic signal at Old Poole Road and Poole Road (2nd intersection, East of New Hope Road), considering several recent vehicular crashes. Staff have confirmed with NCDOT that funding for the construction of a traffic signal at the intersection of Poole and Old Poole Road will be approved at the September NCDOT Board of Transportation meeting (See Figure 1 below).

Upon approval of NCDOT funding, staff will continue to coordinate with NCDOT as they develop plans and install the signal.

**Figure 1 – Old Poole Rd at Poole Rd aerial**

(No attachment)

**MWBE Outreach Efforts (Council Member Forte)**

*Staff Resource: Evan Raleigh, City Manager’s Office, 996-4656, evan.raleigh@raleighnc.gov*

During the meeting Council Member Forte expressed concerns about the lack of Minority/Women Business Enterprise (MWBE) participation on several contracts listed on the consent agenda and inquired about what efforts are currently underway to bolster participation from MWBEs in city contracting opportunities. Staff with the City’s MWBE program engages in several activities designed to educate MWBEs on the City's
procurement process and encourage them to pursue City contracts. These activities include, but are not limited to, the following areas:

- Communicating information on the City’s MWBE Program through newsletters, the Internet, training activities, and other outreach activities conducted by the City or by other public or private entities in collaboration with the MWBE Program;
- Leading the collaboration with NC Department of Transportation and NC Office of Historically Underutilized Businesses to present monthly information sessions on certification;
- Offering technical assistance to interested MWBEs;
- Collaborating with the Procurement Division on “How to do Business with City of Raleigh” events to provide opportunities for MWBE firms to learn about the process of doing business with the City;
- Creating and conducting training and development workshops on specific business topics for MWBEs;
- Co-hosting the Annual Small Business Expo with WCPSS Office of Equity Affairs; and
- Actively participating in trade fairs, conferences, and networking events to specifically engage MWBE firms.

(No attachment)

Follow Up from the September 7 City Council Meeting

Public Comment - Glenwood South Neighborhood Enforcement  (Mayor Baldwin)
Staff Resource: Matthew Currier, RDOT, 996-4041, matthew.currier@raleighnc.gov

During Public Comment, Lisa Hughet spoke to Council with ongoing concerns about a Hookah bar and associated street parking issues; Council requested that staff provide information on the effectiveness of the parking restrictions in the vicinity.

Residential Parking Permit (RPP) Zone “H” is located just north of Peace Street and Glenwood South; this RPP zone encompasses Hinsdale and Devereux Streets and the 700 and 800 blocks of N. Boylan Avenue (map below). The parking restriction is for permit parking only during the hours of 11 P.M. to 7 A.M. on all days.
The Parking Division currently has six Parking Ambassadors. Four Ambassadors are dedicated to the day shift; two Ambassadors work the evening shift. The evening shift is Tuesday – Saturday 4pm - 1am. The evening staff work separately until sunset; then they work together and ride in the same vehicle for staff safety. They are primarily focused on the following three areas:

- Glenwood South and the RPP Zones to the West and North
- North Person St. Business District and the adjacent RPP zone
- Downtown Core

During the 90-day period between June 1, 2021 and August 31, 2021, 1,642 parking citations were issued in the Glenwood South Area. 431 citations were issued in the RPP Zone “H,” and of those 302 citations were issued between 11pm – 3am. A citation density map showing the Glenwood South area and the area around Peace Street is included. The map shows the locations of where citations were written in the area. Light green areas indicate areas of few citations; darker red areas indicate the highest density of citations.

![Parking Enforcement Heat Map, Residential Parking Permit Zone “H”](image)

Transportation staff will provide additional details at the September 14, 2021 City Council work session, including policy opportunities that may help reduce the impact of parking on the neighborhood.

(No attachment)

**Public Comment - Preston Place Rezoning (Z-3-21) (Mayor Baldwin)**

*Staff Resource: Bynum Walter, Planning and Development, 996-2178, bynum.walter@raleighnc.gov*

During Public Comment, Robert Allison spoke to Council with concerns regarding the recent approval of Rezoning Case Z-3-21 (5601 Preston Place). Council requested that staff provide additional information in response to the concerns regarding the feasibility of developing the recently rezoned parcel of land.

Z-3-21 consisted of a request to rezone from Conservation Management (CM) to Residential-6 (R-6), which would allow for the construction of a single family detached dwelling. The site can be viewed on [iMAPS here](#). Concerns expressed include floodplain limits on the lot, building envelope, and the presence of a utility easement; included with the Update materials is a staff memorandum which details the code
regulations as those pertain to the site. It is possible under the current entitlement to construct an attached or detached home on the lot.

(Attachment)

**Five Points – Glenwood Avenue Speeding Concerns (Council Member Knight)**

*Staff Resource: Todd Edwards, Transportation, 996-4088, todd.edwards@raleighnc.gov*

During the meeting Council Member Knight reported that he continues to hear reports of speeding in the vicinity of Five Points. Included with the *Update* materials is a staff memorandum containing additional information regarding signage and pavement marking improvements that have been made and upcoming signage improvements that will be installed by NCDOT in this area.

(Attachment)
Permitted Special Events

**Hopscotch Music Festival**  
City Plaza & Moore Square  
Friday, September 10 & Saturday, September 11  
Event Times: 4:00pm - 10:30pm on 9-10-21; 12:00pm - 9:00pm on 9-11-21  
Associated Road Closures: Fayetteville Street between Davie Street and Lenoir Street will be closed from 6:00pm on 9-8-21 until 2:00am on 9-12-21. Note that the 500 block of Fayetteville Street will remain open for local traffic. Martin Street between Blount Street and Person Street, Blake Street between Martin Street and Wolfe Street, and Parham Street between Martin Street and Wolfe Street will be closed from 7:00am on 9-11-21 until 2:00am on 9-12-21.

**North Hills 5K**  
Trinity Baptist Church & Route  
Saturday, September 11  
Event Time: 9:00am - 10:00am  
Associated Road Closures: Roads will be closed from 8:45am until 10:00am to facilitate the route. Note that all cross-streets will be detoured one block in each direction, view route here, and see below for turn-by-turn details:

Start at Trinity Baptist Church parking lot; Head south on Terry Street; Right onto Northbrook Drive; Left onto Gates Street; Right onto Sampson Street; Right onto Pamlico Drive; Left onto Davidson Street; Right onto Yadkin Drive; Left onto Rampart Street; Right onto Gunison Place; Right onto Coronado Drive; Right onto Manchester Drive; Left onto Wimbleton Drive; Right onto Shelley Road; Left onto Langley Circle; Left onto Cranbrook Road; Right onto Six Forks Road; Right into Trinity Baptist Church parking lot to finish

**Black Flea Market**  
Raleigh Union Station Plaza  
Sunday, September 12  
Event Time: 1:00pm - 5:00pm  
Associated Road Closures: No roads will be closed for the event. Union Station Plaza will be used from 11:00am until 7:00pm.

**Guatemalan Bicentennial Independence Day Celebration**  
Dorothea Dix Park: Flowers Field & Williams Field  
Sunday, September 12  
Event Time: 10:00am - 6:00pm  
Associated Road Closures: Dawkins Drive will be closed and Flowers Field and Williams Field will be used from 8:00am until 7:00pm.

**Raleigh Night Market**  
Moore Square, Martin Street, & City Market  
Thursday, September 16  
Event Time: 5:00pm - 9:00pm  
Associated Road Closures: Martin Street between S. Blount Street and S. Person Street will be closed from 4:00pm until 10:30pm. The following streets will be closed from 3:00pm until 10:30pm:

- Parham Street between E. Martin Street and Wolfe Street
- Wolfe Street between S. Blount Street and Blake Street
- Blake Street between E. Martin Street and E. Davie Street
Other Events This Weekend

**Lil Baby with Special Guest Lil Durk**  
Friday, September 10  
Coastal Credit Union Music Park at Walnut Creek

**Luke Combs**  
Friday, September 10 & Saturday, September 11  
PNC Arena

**North Carolina International Auto Expo**  
Friday, September 10 – Sunday, September 12  
Raleigh Convention Center

**The Black Crowes**  
Saturday, September 11  
Coastal Credit Union Music Park at Walnut Creek

**Guided Walking Tour**  
Saturday, September 11  
Meet at the Chapel at Dix Park

**Moore Square Market**  
Sunday, September 12  
Moore Square

**Acorn Live Music Series - XOXOK**  
Sunday, September 12  
Chapel at Dix Park

**Lord Huron with Allison Ponthier**  
Sunday, September 12  
Red Hat Amphitheater

**Boney James**  
Sunday, September 12  
Meymandi Concert Hall

**Special Events Funding through the American Rescue Plan**

The City of Raleigh has received federal American Rescue Plan Act funds to respond to COVID-19 and its negative economic impacts. Those funds are now available to assist agencies in producing high-quality, equitable events that will enhance Raleigh’s cultural environment and strengthen the local economy.

The Office of Emergency Management and Special Events has issued a Notice of Funding Availability and is accepting proposals to help event organizers offset the costs associated with hosting special events that take place in City streets, public plazas, and Dorothea Dix Park. More information on program requirements and selection criteria can be found on the [Special Events Funding](#) webpage.
Public Resources

Pilot Text Alert Program: Sometimes spontaneous events happen downtown and in other areas that could affect local businesses. If you’d like to receive notifications when those events happen, including unpermitted ones, sign up for text alerts.

Event Feedback Form: Tell us what you think about Raleigh events! We welcome citizen and participant feedback and encourage you to provide comments or concerns about any events regulated by the Office of Emergency Management and Special Events. We will use this helpful information in future planning.

Road Closure and Road Race Map: A resource providing current information on street closures in Raleigh.

Online Events Calendar: View all currently scheduled events that impact City streets, public plazas, and Dorothea Dix Park.
Council Member Follow Up
At its September 7, 2021, City Council requested that staff provide a response to a concern about the ability to develop a recently rezoned parcel of land. Z-3-21; 5601 Preston Place was a request to rezone from Conservation Management (CM) to Residential-6 (R-6) to permit the construction of a single family detached dwelling. The site can be viewed on IMAPS here. A resident concern was expressed that due to the floodplain on the lot, construction of a home is not possible, the attached memo details the code regulations as they pertain to this site. It is possible under the current entitlement to construct an attached or detached home on the lot.

While the request was inconsistent with the Future Land Use Map (FLUM) designation of Public Parks & Open Space, the request was consistent overall with the 2030 Comprehensive Plan and the Planning Commission recommended approval.

After the approval of the rezoning, the site is now zoned Residential-6 with no associated conditions. In a Residential-6 or R-6 zoning district the minimum lot size is 6,000 square feet for the detached and attached building types. The subject site is 7,840 square feet, which is larger than the minimum required size for the detached and attached building types.

Given the size and location of this lot, the most likely use of the property will be for one or two-unit living in a detached house or attached house (duplex). TC-5-20, which was adopted on July 6th and went into effect August 5th, permits an attached house on any lot in the City which allows a detached house to be constructed. For either of these uses, a Tier 1 site plan (administrative approval) would be required in addition to a building permit. The lot would also be eligible for one accessory dwelling unit (ADU). The lot is too small at approximately 7,840 square feet to be subdivided for or contain more than two principal dwelling units regardless of building type.
Based on information available in iMaps, the property is not in any Floodway or 100-year floodplain. The rear third (approximately) of the lot is located in the 500-year floodplain, which the City does not regulate. There is a recorded 20’ sewer easement along the rear property line (BM 1986 PG 2123) and according to Raleigh Water there is an 8” sewer line that runs roughly from the northwest corner of the lot to a point approximately 40’ in from the rear property line on the southern property line.

The property owner’s contact information is available below:

Larry Watkins, Dolan Design and HVAC, larry@dolandesignhvac.com, 919.710.4133
TO: Marcell Adams-David, City Manager
FROM: Michael Moore, Director
DEPARTMENT: Transportation
DATE: September 10, 2021

SUBJECT: Five Points – Glenwood Avenue Speeding Concerns

This memorandum is provided in response to a Council request for information regarding speeding concerns in the Five Points area along Glenwood Avenue.

Glenwood Avenue is part of the North Carolina Department of Transportation (NCDOT) state highway system and is designated as US 70, with an additional designation of NC 50. We are limited to what we as the City can do without the consent of NCDOT. Transportation has been working with NCDOT over the past several years to pursue and implement the following safety engineering improvements along northbound Glenwood Avenue (See Figure 1):

1. Painted white skip lines along the projected lane line on northbound Glenwood Ave through the Five Points intersection.
2. Installed raised reflective pavement markers along the above-mentioned paint lines, northbound through the 5-points intersection and past the White Oak intersection.
3. Painted outside edge line northbound through the 5-points intersection and through the White Oak intersection
4. Installed object marker (black and yellow striped sign) at the corner of White Oak and Glenwood
5. Installed non-flashing, chevron signs heading northbound within the 5-points intersection

Figure 1 – Existing Conditions
City staff continues to work with NCDOT to pursue signage improvements to further address the identified northbound Glenwood Avenue speeding and related crash patterns. The NCDOT Board of Transportation has recently approved funding for the installation of 3 LED flashing chevron signs through the Five Points curve on northbound Glenwood Avenue and a “speed feedback” sign in advance of the curve (See Figures 2 & 3). We are working with the NCDOT Division Traffic Office to install these signs as expeditiously as possible. It is estimated to take 8-10 weeks to receive the signs due to fabrication backlogs throughout the industry. NCDOT plans to install the signs within a week or two of receiving the signs. The flashing chevron signs are similar to the signs located in the curve as you head north out of Downtown Raleigh from McDowell to Capital Blvd. (See Figure 4).

**Figure 2 - Speed Feedback Sign – Sketch Plan of Proposed Placement**

**Figure 3 - LED Flashing Chevron Signs – Sketch Plan of Proposed Placement**
Based on recent crashes in the Five Points area, staff is currently updating the crash information to determine if a new pattern of crashes has emerged along southbound Glenwood. We will share this crash data with NCDOT to select potential engineering tools that may be helpful to address identified crash patterns.