



City of Raleigh Strategic Plan Performance Report

Fiscal Year 2024

strategicplan.raleighnc.gov



FY2021 - 2025

RALEIGH STRATEGIC PLAN

A solid foundation for an intentional future.

The information in this report represents
Strategic Plan progress through June 2024.

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Raleigh City Council

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

Originally adopted by City Council in October 2020, the Plan is revised each year to maintain its relevancy. Each fiscal year, City staff submits a performance report to City Council and the community to document progress made to advance the Strategic Plan.

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

The City of Raleigh's five-year Strategic Plan is a vital tool that translates our vision and goals into concrete actions. This plan not only shapes how we allocate resources but also provides clear direction for achieving meaningful outcomes. Through each of the six key focus areas, the Strategic Plan helps us remain transparent, goal-driven, and accountable to our community.

I am proud to present the FY2024 Strategic Plan Performance Report. This report highlights the efforts of City staff who have worked diligently to deliver on the priorities outlined in the plan. These achievements reflect a deep commitment to enhancing the lives of all Raleigh residents—both now and in the years to come.

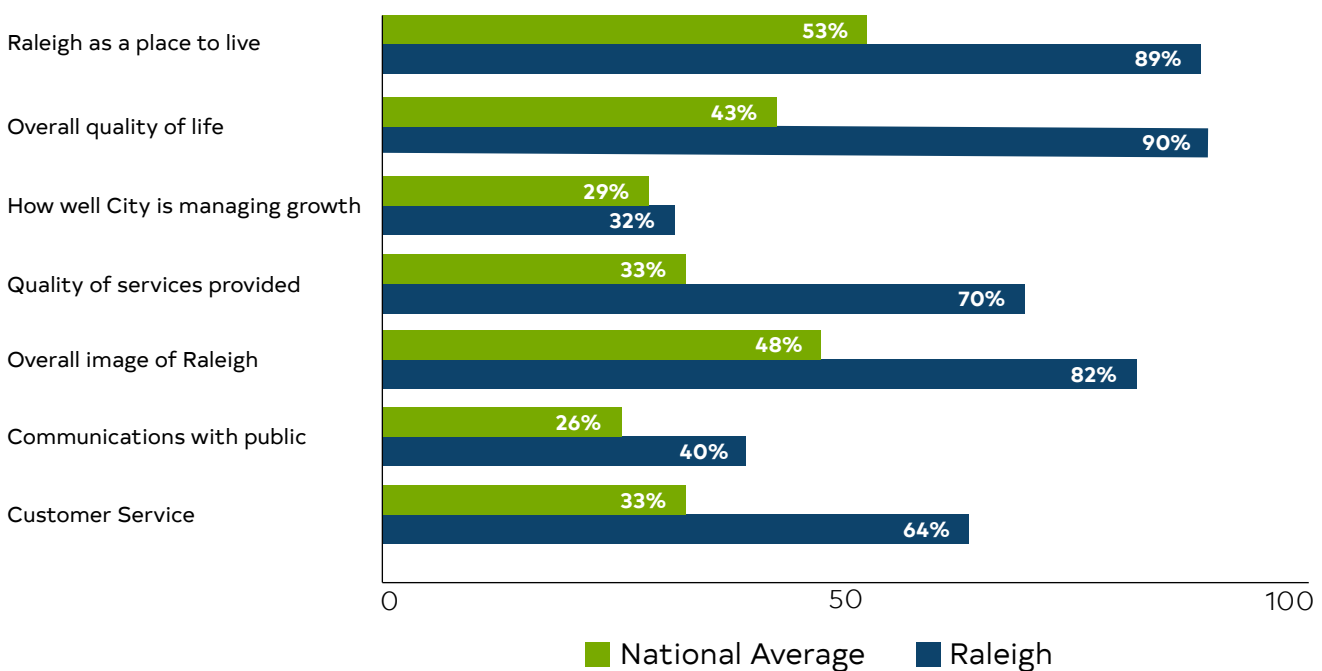
As we reflect on the progress captured in this report, our focus remains firmly on the future. Together, through transparency, dedication, and a shared vision, we will continue to build a vibrant, thriving Raleigh that benefits every member of our community.

Sincerely,
Marchell Adams-David
City Manager



How Raleighites See Raleigh

In late 2022, 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 communities. 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. Additionally, many 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 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.

Key Focus Areas

The priorities outlined in the Strategic Plan are organized into six key focus areas.



ARTS & CULTURAL RESOURCES

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



ECONOMIC DEVELOPMENT & INNOVATION

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while leveraging technology and providing equitable employment opportunities for all community members.



GROWTH & NATURAL RESOURCES

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources, strives for environmental equity and justice, and encourages sustainable growth that complements existing development.



ORGANIZATIONAL EXCELLENCE

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



SAFE, VIBRANT & HEALTHY COMMUNITY

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



TRANSPORTATION & TRANSIT

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

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. The pages that follow are organized by objective; these objective pages include 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. A complete listing of the Strategic Plan's objectives and initiatives can be found in the appendix of this report.

Key Focus Areas (abbreviations are noted in parentheses)

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





Arts and Cultural Resources

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

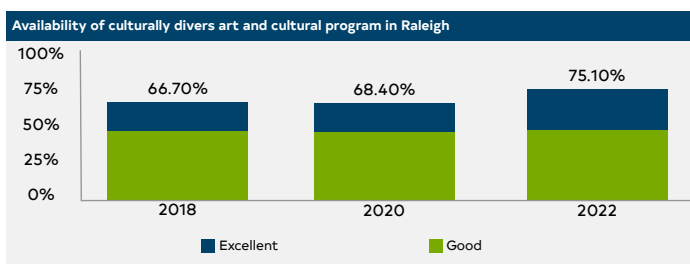
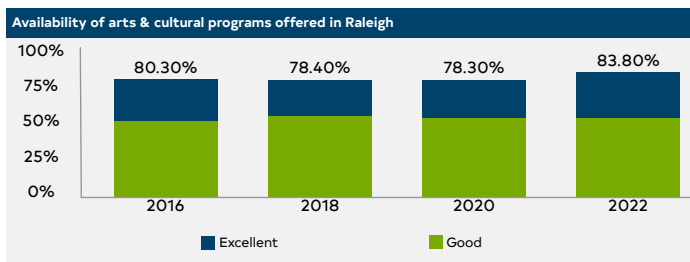
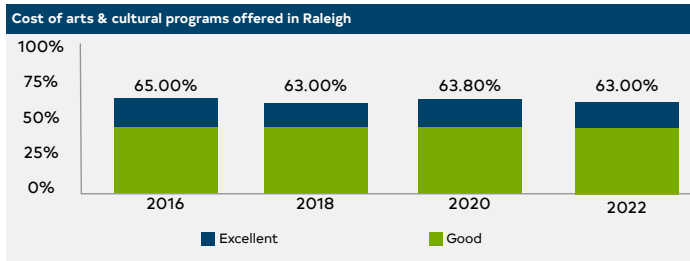
The three objectives within the Arts and Cultural Resources key focus area seek to:

- Cultivate Raleigh's position as a nationally recognized entertainment, cultural, and tourism destination.
- Identify, protect, and develop places, traditions, and activities throughout the city that recognize Raleigh's rich and diverse history and cultivate innovative and diverse arts, cultural, and tourism opportunities.
- Utilize parks, green spaces, and recreation facilities as cultural hubs, gathering spaces, and neighborhood resource centers to foster connection, creativity, and economic development

Objective 1:

Cultivate Raleigh's position as a nationally recognized entertainment, cultural, and tourism destination.

Performance Measures



ACR 1.1 Showcase Raleigh's Creative Community Locally and Nationally

Staff engaged with Greater Raleigh Convention and Visitors Bureau (GRCVB) staff and began cataloging local arts partners. The team has sent out benchmarking surveys to peer cities and is working to integrate the City of Raleigh's events calendar with GRCVB's. Ongoing efforts include finalizing partner lists and collaborating with local organizations to expand the City's arts marketing efforts.

ACR 1.2 Ingrain Diverse Live Music Into the Culture of Raleigh

Staff have conducted research to identify a snapshot of live music venues in Raleigh using a visual mapping tool. This will be used to further assess diversity of performances currently available.

ACR 1.3 Develop a Public Art Plan

This initiative was marked complete by City Council in April 2023.

ACR 1.4 Encourage public art through programs and partnerships

Staff discussed the value and feasibility of Artist-in-Residence (AIR) programs across several city departments. They also began outreach to external partners and universities interested in shared AIR programs, with several potential pilots identified. The team is actively assessing interest and resources for funding these initiatives.

Objective 2:

Identify, protect, and develop places, traditions, and activities throughout the city that recognize Raleigh's rich and diverse history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

ACR 2.1 Broaden Access to Our Collective History and Stories

Staff celebrated the successful opening of Latta University Historic Park in April 2024, partnering with many local organizations for the event. They hired a Documentarian in Residence to enhance community engagement and are working to secure funding for future projects. Staff are planning to train volunteers to collect oral histories and community stories in 2024.

ACR 2.2 Foster Collaboration Between Creative Community and Local Tech

Staff have conducted research to identify a snapshot of live music venues in Raleigh using a visual mapping tool. This will be used to further assess diversity of performances currently available.



ACR 2.3 Highlights the Culture and History of Southeast Raleigh

The team launched the exhibit “Centuries in the Making” at the John P. “Top” Greene Community Center, highlighting the history of South Park and East Raleigh neighborhoods. They held genealogy classes with the South Park East Raleigh Neighborhood Association, providing laptops to participants. The Raleigh Historic Development Commission completed a draft study of African American architecture, and a new Museums Section Director position was established to support African American historic projects.

Objective 3:

Utilize parks, green spaces, and recreation facilities as cultural hubs, gathering spaces, and neighborhood resource centers to foster connection, creativity, and economic development.

ACR 3.1 Dorothea Dix Park Master Plan Implementation

The Dix Park team has made significant progress on the Master Plan, including finalizing the Rocky Branch Enhancement Project feasibility study and completing the Cultural Interpretative Plan. Key projects include the Gipson Play Plaza, opening in 2025, and the renovation of the Stone Houses. Staff hosted the second annual Dix Park Project Summit in February 2024 and has planned a full calendar of community events throughout the year..

ACR 3.2 Develop Diverse and Inclusive Arts, Recreational, and Cultural Programming

Staff continued to evaluate approaches that can make arts, recreational, and cultural programming reflective of Raleigh’s community. Staff aim to engage underserved communities by gathering data on race, age, and program location. They are currently gathering participant data to establish benchmarks and identify gaps in programming.





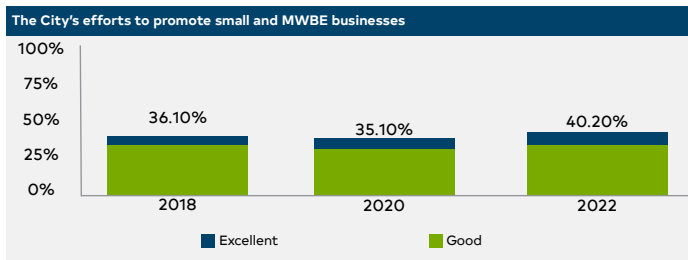
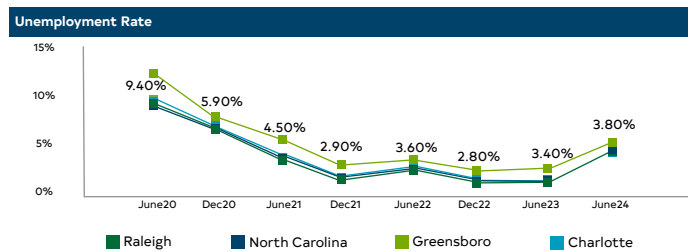
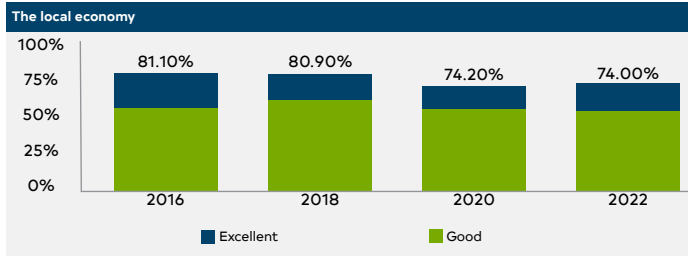
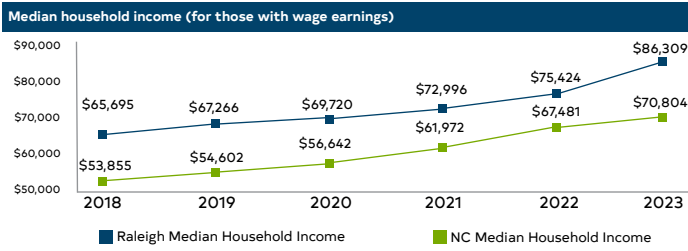
Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while leveraging technology and providing equitable employment opportunities for all community members.

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, inclusive, and growing economy.
- Cultivate an innovative and entrepreneurial culture based on shared strategic goals.
- Develop strategies and tools that encourage and strengthen the development of businesses throughout the community.
- Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.

Performance Measures



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, inclusive, and growing economy.

EDI 1.1 Promote Use of the Regional Workforce Skills Analysis

The team collaborated to create effective workforce development programs tailored to community needs. They successfully piloted a program with Raleigh Parks and the Digital Connectors program within Housing and Neighborhoods. They developed a comprehensive webpage dedicated to workforce development opportunities that will receive regular

updates. Additionally, the team created a prototype for a workforce development consortium that connects individuals with city job opportunities and explored a potential program for clients aged 25 and over. This initiative was marked complete by City Council in March 2024.

EDI 1.2 Support Workforce Development

This initiative was merged with EDI 1.1 in April 2023.

EDI 1.3 Enhance Youth Skill Development Opportunities

The Raleigh Summer Youth Employment Program employed nearly 200 students, and Partnership Raleigh provided internships to 38 students. The team established partnerships with financial institutions to offer financial education and support. They plan to implement new economic development initiatives for youth starting in 2024.

Objective 2:

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

EDI 2.1 Support Partners to Implement Creative Projects in Our Community

The team will hold workshops that address the legal assistance needs of the small business community, with completion expected in 2025. The team will also focus on planning pop-up workshops tailored to support small businesses.

EDI 2.2 Participate as a Beta Customer to Support Innovation and Business Development

Staff coordinates with various businesses and has developed an updated database to improve business management. The team will implement a new system to enhance tracking and facilitate better collaboration across departments.

EDI 2.3 Assess the City's Role in Promoting Innovation in the Region

This initiative was marked complete by City Council in April 2023.

Objective 3:

Develop strategies and tools that encourage and strengthen the development of businesses throughout the community.

EDI 3.1 Implement and Increase Access to Economic Development Toolkit

Staff added many new resources to the growing Economic Development toolkit, allowing staff to build capabilities and reduce obstacles for small business owners. All are now published on the City's Small Business Development webpage: Startup Roadmap for Restaurants, Small Business Insights tool (and promotional outreach), Video Training Resource directory, Entrepreneurial Support Organization (ESO) directory, and Small Business Development Annual Report. In the coming year, staff will build additional Startup Roadmap modules (i.e., for Food Trucks and Retail). Other general enhancements and updates also planned.

EDI 3.2 Reduce Barriers to Business Investment and Growth

This initiative was marked complete by City Council in April 2023. Findings from this work are guiding the work of the City's Office of Strategy and Innovation

EDI 3.3 Assist Small, Start-up, and Minority-Owned Business Development

Staff completed the 3rd Annual Small Business Survey in Spring 2024 and will publish highlights in the FY24 Small Business Development Annual Report. The team continues to focus on partnerships and best practices for supporting small, start-up, and minority-owned businesses.

EDI 3.4 Strengthen and Promote the City's Minority and Women-Owned Business Enterprise Program

Over the past six months, the team organized community engagement events to promote the City's Minority and Women-Owned Business Enterprise (MWBE) Program. They successfully hosted the first annual Minority Enterprise Development Week celebration, educated minority firms on subcontracting opportunities, and conducted focus groups to gather feedback. Upcoming efforts include developing new promotional materials and collaborating with local universities to enhance MWBE resources.

EDI 3.5 Attract Corporate Headquarters to Raleigh

The responsibilities for this function have been shifted to Wake County Economic Development, who provides regular updates to the City on the related activities. This initiative was marked complete by City Council in April 2024. .





Objective 4:

Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.

EDI 4.1 Evaluate Parking Strategies to Support Small Businesses

Staff implemented new strategies to improve downtown parking, including creating pedestrian-friendly areas and installing streeteries. They are working closely with the Parking Division to enhance parking deck utilization and expect to complete the installation of new parking access equipment in 2024.

EDI 4.2 Evaluate and Address the Digital Divide

Staff secured a \$300,000 grant from the NC Department of Information Technology to expand the Digital Ambassador's program. They participated in Wake County's Digital Inclusion Plan data collection and plan to leverage findings from recent stakeholder meetings. The Digital Connectors program continues to thrive, training residents and distributing devices.

EDI 4.3 Encourage Strategic Business Investment

The team developed a training series for non-profits supporting Latino businesses. They are collaborating with IT and Legal to update the City of Raleigh's Small Business Map. Staff is also engaging with internal and external partners, including NC State's Consult Your Community, to identify businesses along the Wake BRT corridors and support small business initiatives.

EDI 4.4 Keep the City's Event Venues Vibrant and Innovative

The Raleigh Convention & Performing Arts Complex successfully restored event numbers to pre-pandemic levels, hosting 141 events with over 353,000 attendees at the Convention Center alone. The Complex initiated the first phase of an expansion project and completed updates to the Convention Center. The Red Hat Amphitheater enjoyed a successful concert season, while the Martin Marietta Center is on track to host 600 events this fiscal year. The team is also involved in the development of a new Omni Hotel in downtown Raleigh.

EDI 4.5 Update the City's Priority Areas for Economic Development

Senior staff from Planning & Development, IT GIS, and the Small Business Division reviewed the City's economic development priority areas. They decided to update the existing map to incorporate more recent data while maintaining its effectiveness in targeting programs and incentives. The Planning and Development Department will lead this initiative moving forward and will be integrated into the updates for the Comprehensive Plan.





Growth and Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources, strives for environmental equity and justice, and encourages sustainable growth that complements existing development.

The four objectives within the Growth and Natural Resources key focus area seek to:

- Identify opportunities to refine and enhance policies and programs that protect and improve environmental resources to include the tree canopy, open space, and plant management policies and practices.
- Complete, adopt, and implement the Capital Area Greenway Master Plan to support a balance of environmental, multi-modal transportation, and recreational uses.
- Identify and facilitate improvements to the built environment and City programs through the use of technology, innovative design practices, and emerging scientific principles.
- Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.

Objective 1:

Identify opportunities to refine and enhance policies and programs that protect and improve environmental resources to include the tree canopy, open space, and plant management policies and practices.

GNR 1.1 Identify Strategies to Improve Raleigh's Urban Forest

Staff are advancing urban forest equity initiatives using results from the Wake County canopy study. They are prioritizing tree canopy management and developing a non-regulatory tree plan with the Parks, Recreation, and Greenway Advisory Board. A public data analytics tool is now available.

GNR 1.2 Encourage Low-Impact Development

The Green Stormwater Infrastructure (GSI) team has made significant progress, including developing standard technical specifications and collaborating with various departments on GSI implementation. The Green Stormwater Infrastructure Evaluation Policy is in effect, and orientations for project managers are scheduled. Upcoming efforts will focus on further integration of GSI in private projects and partnerships with Wake County Public Schools.

GNR 1.3 Eliminate Barriers and Encourage Urban Agriculture

Staff has improved processes and created a brochure to support urban agriculture initiatives. They are aligning with the updated Wake County Food Security Plan and conducting a review of their strategies. The team is finalizing website updates for clarity and designing a "How to" guide for community gardens.



GNR 1.4 Enhance Green Waste Collection

Staff are advancing urban forest equity initiatives using results from the Wake County canopy study. They are prioritizing tree canopy management and developing a non-regulatory tree plan with the Parks, Recreation, and Greenway Advisory Board. A public data analytics tool is now available.

GNR 1.5 Develop a Stream Restoration Prioritization Plan

Several stream workshops have occurred, and five stream stabilization projects have been approved. Ongoing work includes the Camp Pond and Upper Durant Lake dam projects. The initiative aims to create a "Stream Team" for stream quality improvement and project identification.

Objective 2:

Complete, adopt, and implement the Capital Area Greenway Master Plan to support a balance of environmental, multi-modal transportation, and recreational uses.

GNR 2.1 Position Greenway Trails as Transportation Options

This team is overseeing the Capital Area Greenway System Wayfinding Plan, which includes public engagement and sign design. The project will help improve user navigation and experiences on the greenway system, with completion expected by the end of 2024. .

GNR 2.2 Expand Greenway Connectivity and Accessibility

The Neighborhood & Community Connections Program is identifying and prioritizing new walkable connections to parks and greenways, focusing on areas with high vulnerability to health issues. Seven project locations have been identified for feasibility studies, with four sites recommended for design and construction in 2024.

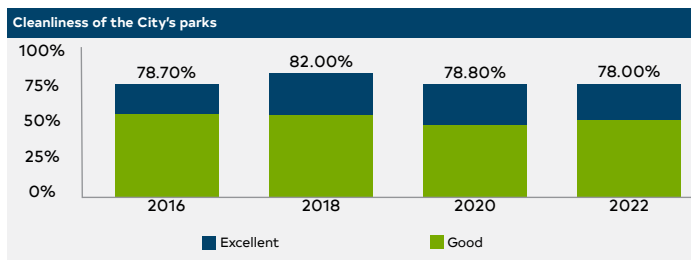
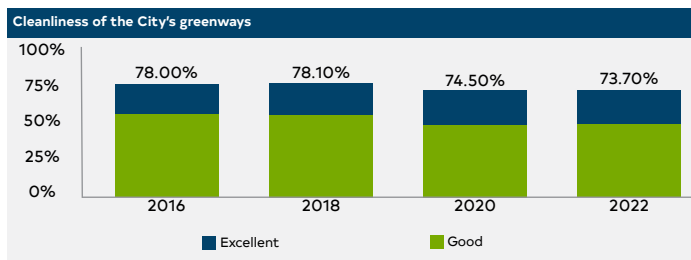
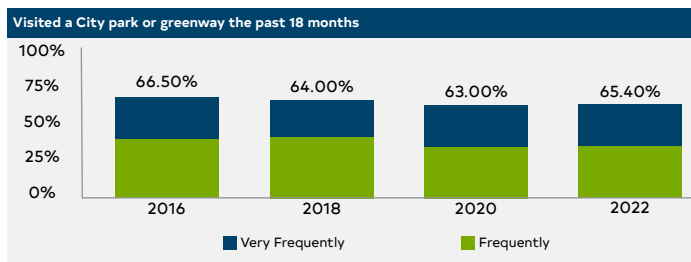
GNR 2.3 Incorporate Amenities Into Greenway Trails

The team has completed the installation of 35 park benches, 11 trash cans, and 10 bike repair stations. They are planning to introduce fitness equipment and test glow-in-the-dark trail striping for user safety. A social equity map guides these installations to enhance user experiences along the trails.

Objective 3:

Identify and facilitate improvements to the built environment and City programs through the use of technology, innovative design practices, and emerging scientific principles.

Performance Measures



GNR 3.1 Develop and Utilize an Environmental Justice Map to Mitigate Environmental Inequities

Staff initiated engagement with ESRI to develop an Environmental Justice Index, expected to be completed in 2024. After that, IT will refine the index using local data. Technology Department to initiate an EJ index with the support of ESRI, a global market leader in geographic information system (GIS) software, location intelligence, and mapping.

GNR 3.2 Use Science and Technology to Improve Environmental Performance

The team conducted interviews with departments to understand their use of technology and resource needs. They also worked with two Climate Change Interns to assist in developing a technology grant. The team continues to meet and prioritize ideas for further investigation based on collected feedback..

GNR 3.3 Enhance Sustainability, Energy Efficiency, and Renewable Energy in City Facilities

The team achieved significant milestones, including the upcoming operationalization of EnergyCAP, which aims to enhance energy efficiency in city facilities. They are also rolling out a sustainability review plan and training sessions for project managers. Efforts are underway for solar design bids and evaluating equity in Parks Bond projects. This initiative was marked complete by City Council in March 2024.

GNR 3.4 Identify and Mitigate Heat Islands

The team completed heat island mapping and identified mitigation opportunities. They are collaborating on Green Stormwater Infrastructure projects and planted 350 trees as part of the Street Tree Equity Project. Plans are in place to develop a systematic approach to Urban Heat Island mapping in Raleigh.

GNR 3.5 Address Repetitive Structural Flooding

The team focused on mitigation activities, including applying to FEMA's Community Rating Service for homeowner discounts and collaborating with the Planning Department on a grant application for a future park in a floodplain area. They are also reapplying for the Community Rating Service to benefit residents through flood insurance discounts.



Objective 4:

Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.

GNR 4.1 Identify Priorities and Resources to Implement the Community-wide Climate Action Plan (CCAP)

The team focused on embedding climate action into budget and procurement processes. They researched how other local governments incorporate sustainability into financial decisions and built relationships with other departments to facilitate this process. The team continues to partner with Budget and Management Services on high-impact climate projects.

GNR 4.2 Support Modernization of Electricity Distribution System

The team completed its work and contributed to the "Solar Playbook," which provides guidance on solar initiatives. This initiative was marked complete by City Council in March 2024.

GNR 4.3 Reduce Waste City-Wide

The team launched the Raleigh Reuse and Waste web tool and app to help residents manage waste sustainably. The app has seen significant engagement, and the team plans to promote its use further while collaborating with Solid Waste Services to enhance outreach efforts.

GNR 4.4 Engage Youth in Stewardship and Environmental Education

The team completed stakeholder surveys and is working with interns on youth engagement programs. Staff are finalizing the external survey and planning a meeting to integrate internal and external stakeholder feedback for future initiatives.





Organizational Excellence

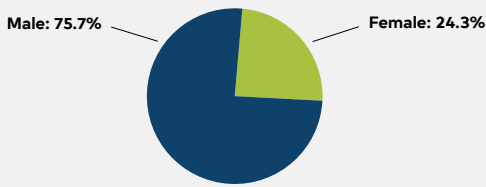
Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently, effectively, and equitably.

The five objectives within the Organizational Excellence key focus area seek to:

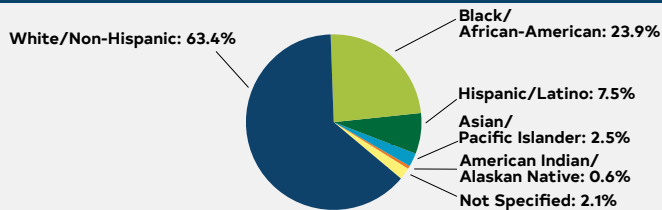
- Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.
- Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.
- Recruit, develop, and retain a diverse, high-performing workforce.
- Embed equity throughout the City of Raleigh organization and in the services provided to the community.
- Promote and enhance inclusive community engagement in City services, programs, and projects.

Performance Measures

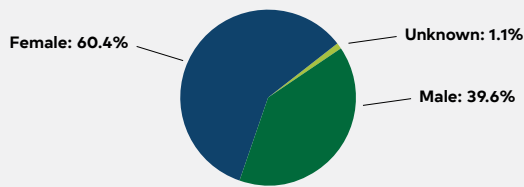
Full-Time Employee Demographics - Gender



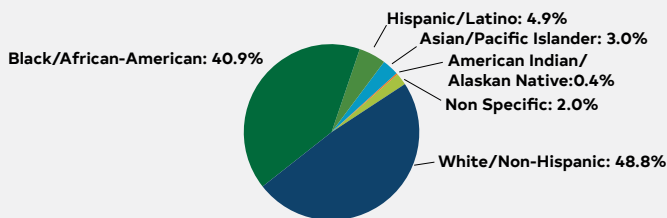
Full-Time Employee Demographics - Race



Part-Time Employee Demographics - Gender



Part-Time Employee Demographics - Race



Objective 1:

Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.

OE 1.1 Implement Customer Service Best Practices

The initiative team continues to update the City's foundational customer service training. In partnership with the Communications Department, the initiative team is building a new internal-facing customer service page. The initiative team also began researching best practices that will serve as the foundation for a guiding document designed to show how customer service training can be applied to all City operations. With the publication of results from the 2022 Community Survey, the team will partner with the Office of Strategy & Innovation to analyze results to uncover customer service improvement opportunities.

OE 1.2 Develop a Citywide Customer Service System

A new Customer Experience Manager has been hired and has been working with internal and external stakeholders to develop a customer service strategy.

OE 1.3 Enhance Project Management and Delivery

The team expanded and formalized the e-Builder system within the organization. They are integrating e-Builder with PeopleSoft to streamline processes and are collaborating with Parks staff on bond project reporting. New e-Builder training sessions have been implemented and several governance groups were established to standardize business processes and enhance collaboration.

OE 1.4 Encourage Continuous Improvement and Innovation

The team held a successful leadership workshop on the Continuous Improvement Framework and Plan-Do-Check-Act (PDCA) methodology. Positive feedback encouraged further training development, which will be piloted in select departments. The team is preparing materials to support wider City implementation.

Objective 2:

Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.

OE 2.1 Ensure Ability to Provide Services During Times of Severe Stress

The team began collaborating with a contractor to draft departmental Continuity of Operations Plans (COOP) and conducted a kickoff meeting. Departments have appointed subject matter experts, and the project is progressing through phases for assessment and development of citywide COOP plans, to be completed by 2026.

OE 2.2 Implement the Civic Campus Phase I, East Tower Project

The Civic Campus East Tower project is on track. Construction began in November 2023, and the team is working on a two-phase bid process to manage costs.

OE 2.3 Ensure Fiscal Stewardship

The team streamlined quarterly financial reports and developed a budget dashboard for internal and public use, improving transparency and ease of access. A monthly information-sharing program for administrative staff launched in 2024 to align internal practices with department operations.

Objective 3:

Recruit, develop, and retain a diverse, high-performing workforce

OE 3.1 Attract and Hire Diverse, Highly Qualified Candidates for City Jobs

Talent Acquisition efforts led to a 14% reduction in vacancies in 2023, with improved recruitment strategies, new user training, and outreach efforts. A new hiring manager toolkit will be launched soon, focusing on speeding up the recruitment process and improving the candidate experience.

OE 3.2 Expand the City's Talent Pipeline

The City is working with Capital Area Workforce Development to pilot a second-chance hiring program. Second-chance hiring helps tap into an underrepresented, but highly skilled, segment of the workforce and provides opportunities for justice-involved individuals to obtain meaningful employment. The Talent Acquisition team has also established a partnership with StepUp Ministries, an interfaith community that assists around 600 individuals each year by providing employment and life skills training. The City is committed to being an active employer with the organization, meeting regularly with program participants to introduce them to job opportunities and to help them prepare for the hiring process.

OE 3.3 Implement Formal Workforce Planning

HR focused on building a strengths-based culture and improving talent management, retention, and employee engagement. Initiatives like shift differentials and service awards were introduced, and an updated exit survey is providing better insights for workforce planning.

OE 3.4 Invest in Professional Growth and Development of Employees

Human Resources promoted employee development by delivering 60 training classes to over 1,240 employees since July 2023. Cohort programs such as the Executive Development Program and Effective Supervisory Practices were launched. In the coming months, HR will pilot a mentorship program. A new Learning Management System improved access to training resources, supporting employees' career growth.

OE 3.5 Maintain Competitive Employee Compensation and Benefits

HR staff met key milestones to begin the Compensation and Classification Study. The HR department also captured feedback regarding recruitment and used this to update citywide hiring practices. They also captured feedback on employee benefits and made recommendations for potential vendor changes to improve the employee benefits package.

Objective 4:

Embed equity throughout the City of Raleigh organization and in the services provided to the community

OE 4.1 Increase Employee Adoption of Efforts to Advance Social Equity

HR continues to provide monthly Equity 101 training, increasing awareness of equity and promoting inclusivity across departments. Equity Team facilitators support citywide efforts, with tailored training for fire and police recruits. The department is also developing LGBTQ awareness training for broader employee participation.

OE 4.2 Develop and Implement Citywide Equity Action Plan

Demographic questions have been standardized in Public Input, one of our community engagement tools, allowing departments to collect and analyze data more uniformly. Staff is also collaborating with additional departmental stakeholders to improve community engagement practices.

Objective 5:

Promote and enhance inclusive community engagement in City services, programs, and projects.

OE 5.1 Provide Diverse Access Options to City Communications

The team collaborated with the Language Access Collaborative to contribute to the City's Language Access Plan. Future steps will include reviewing other communication pathways to ensure accessibility for all stakeholders.

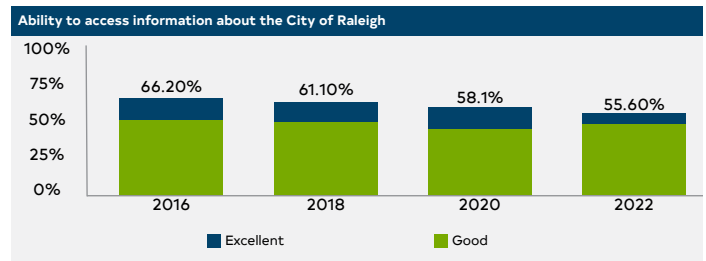
OE 5.2 Obtain and Use Community Feedback

Demographic questions have been standardized in Public Input, one of our community engagement tools, allowing departments to collect and analyze data more uniformly. Staff is also collaborating with additional departmental stakeholders to improve community engagement practices.

OE 5.3 Implement Community Engagement Study Recommendations

This initiative was marked complete by City Council in April 2023.

Performance Measures





Safe, Vibrant and Healthy Community

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

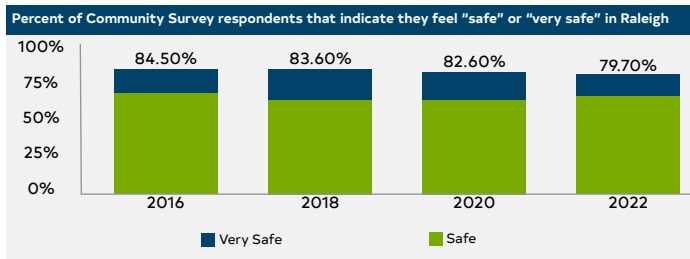
The five objectives within the Safe, Vibrant and Healthy Community key focus area seek to:

- Promote a safe and vibrant atmosphere throughout the city of Raleigh by educating community members on City services and the latest safety measures that help support a thriving community in which to live, work, and play.
- Preserve and increase the supply of housing for all income and age groups, including those with disabilities and supportive service needs.
- Promote walkable, mixed-use and mixed-income neighborhoods, including those near transit investments.
- Enhance community members' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.
- Pursue efforts to build trust, transparency, and accountability in the City's policing services to provide a positive level of real and perceived safety in the community.

Objective 1:

Promote a safe and vibrant atmosphere throughout the city of Raleigh by educating community members on City services and the latest safety measures that help support a thriving community in which to live, work, and play.

Performance Measures



SVHC 1.1 Apply Crime Prevention through Environmental Design (CPTED) To Facilities and Open Spaces

The team has been conducting Crime Prevention through Environmental Design (CPTED) assessments at parks and is researching ways to expand the team by educating new employees.

SVHC 1.2 Empower Community Members to Contribute to a Safe and Vibrant Community

The team has organized initial safety reports from 16 city departments and is refining a draft report. Over the next six months, the team will finalize the report and develop a plan for keeping it updated.

SVHC 1.3 Build Community Members' Resilience to Disasters

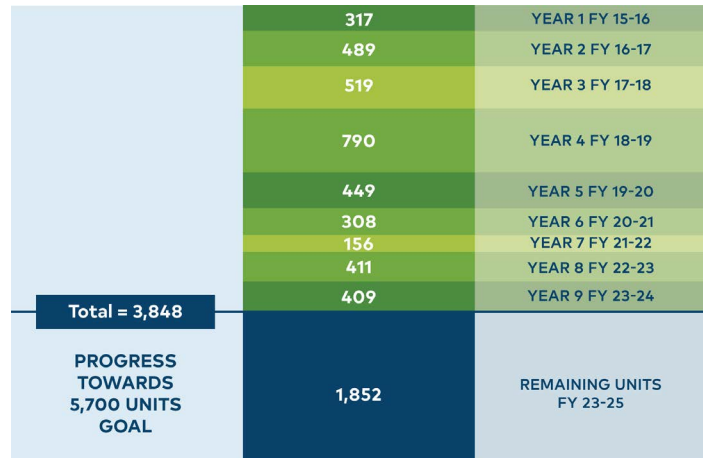
Staff received a grant from the National Oceanic and Atmospheric Administration (NOAA) to support community resilience efforts. The funds were used to print 2,000 copies of the Ready Raleigh Emergency Preparedness Guide and support outreach for emergency preparedness classes and materials.

Objective 2:

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

SVHC 2.1 Enable Rapid Delivery of Housing Assistance and Services

The team continues to collaborate with the Wake County Continuum of Care to address homelessness. A consultant was hired to develop a comprehensive strategy to end unsheltered homelessness, and inter-departmental meetings have enhanced coordination.



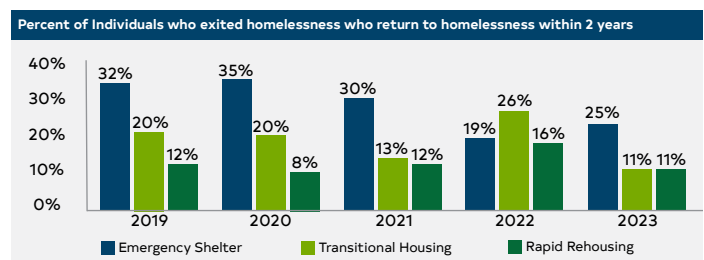
SVHC 2.2 Pursue Partnerships to Develop a Broad Range of Housing Choices

The initiative team has made significant progress on affordable housing efforts, including revitalizing East College Park with affordable homeownership opportunities and launching a pilot for small-scale rental housing. In 2023, public-private partnerships expanded through new RFPs for affordable housing on City-owned lots. The team also introduced the Enhanced Homebuyer Assistance Program and advanced multifamily rental developments through the Affordable Housing Rental Development Program.

SVHC 2.3 Update the Affordable Housing Improvement Plan

The Affordable Housing Improvement Plan is nearing completion, with the draft and executive summary currently under review.

Performance Measures



SVHC 2.4 Provide Oversight of Minimum Habitability Standards in Lodging Establishments

Staff worked with the City Attorney's Office to review legal aspects of a potential ordinance regarding oversight of lodging establishments. After further research and review, this team has combined efforts with other related homelessness initiatives and will continue work as part of SVHC 2.1.

SVHC 2.5 Eliminate Local Regulatory Barriers to Diverse Housing Types

Staff is working to expand housing options, such as co-living and tiny homes, through UDO text changes. Council is reviewing updates on the Missing Middle housing initiative, and staff is monitoring uptake and impacts.

SVHC 2.6 Reduce Barriers to the Production of Housing

A consultant was hired to evaluate the City's site review processes. They reviewed project samples, process maps, and data, and conducted focus groups and staff interviews. A draft proposal for process improvements is in development and will be presented for feedback soon. Next steps include improving process transparency, enhancing customer service, and streamlining development review processes with completion goals.

SVHC 2.7 Incentivize Landlords to Accept Housing Vouchers

The team partnered with the Lotus Campaign to encourage landlords to accept tenants with housing vouchers and piloted a housing assistance program. Upcoming plans include coordinating marketing efforts to reach landlords and residents, connecting with Wake County agencies for voucher programs, and exploring additional rental assistance options.

Objective 3:
Promote walkable, mixed-use and mixed-income neighborhoods, including those near transit investments.

SVHC 3.1 Adopt and Implement Plans for Targeted Areas

The team merged with a related initiative to address community disinvestment. Together, this new group of staff conducted initial research to identify areas of greatest need and opportunities for intervention.

SVHC 3.2 Identify Acquisition Priorities Near Transformative Investments

The initiative completed key milestones, including securing land for affordable housing projects and launching a strategy to use ground leases for affordable housing developments. Future oversight will come from the Real Estate Division, ensuring ongoing progress in property acquisition and development.

SVHC 3.3 Strengthen Neighborhood Social Fabric

The team piloted "Community Engagement Basics" training, focusing on outreach strategies and equitable practices. Feedback from these sessions is being analyzed to refine the training and a joint workshop with other city staff is planned for 2024 to further enhance community engagement efforts.



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

SVHC 4.1 Support Strategies that Prevent and Address Substance Misuse

The team hosted several Narcan training sessions and partnered with local stakeholders on harm reduction initiatives. Upcoming plans include more training and exploring naloxone distribution and sharps disposal programs. They are also engaging with Wake County on potential collaborations using opioid settlement funds.

SVHC 4.2 Support Opportunities for Community Members to Age in Place

The team is moving forward with website updates and printed materials to assist residents aged 50+ in aging in place. They are working with the Communications Department to finalize the resources and continue engagement efforts.

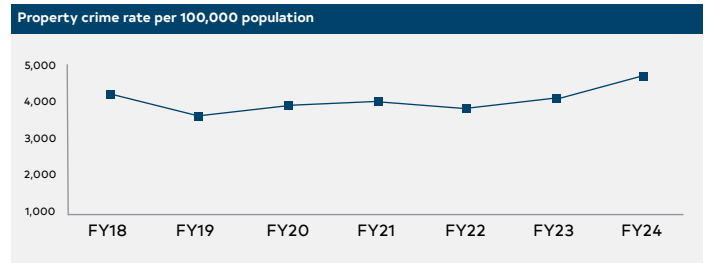
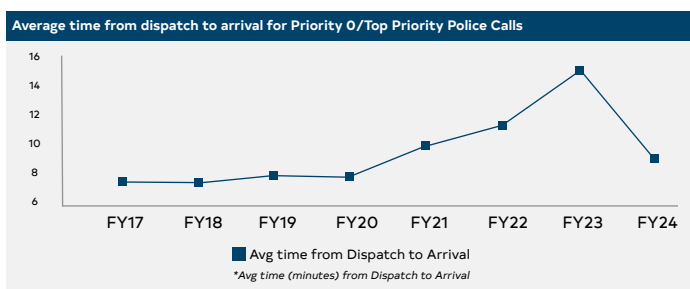
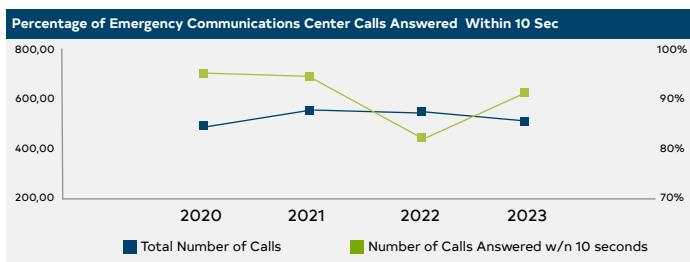
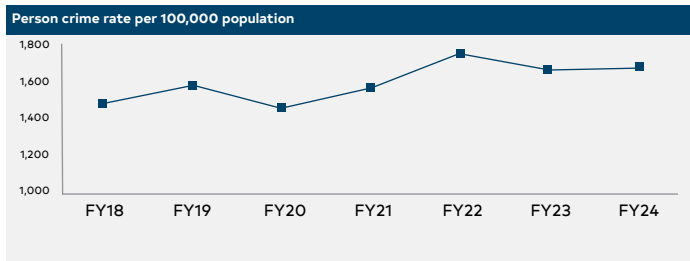
SVHC 4.3 Enhance Food Security

The team secured a partner for the community garden initiative, revised the City's foraging ordinance, and completed garden construction at two parks. They will collaborate with community stakeholders and the selected partner to launch additional gardens in 2024.

Objective 5:

Pursue efforts to build trust, transparency, and accountability in the City's policing services to provide a positive level of real and perceived safety in the community.

Performance Measures



SVHC 5.1 Implement a Police Advisory Board

This diverse group of community members will help foster trust between the Raleigh community and the Police Department. They will review departmental policies and serve as liaisons in community engagement efforts. This initiative was marked complete by City Council in March 2024.

SVHC 5.2 Reduce Firearm Violence

The Raleigh Police Department is actively addressing firearm violence by collaborating with federal, state, and local partners. Key accomplishments include the establishment of an Auto Theft Task Force and conducting a Non-Fatal Shooting Assessment. The department is holding community meetings and expanding its technology use to improve public safety outcomes.

SVHC 5.3 Foster Trust Between Police and the Community

The Raleigh Police Department has engaged in numerous community initiatives to foster dialogue and understanding, such as the Holiday Shop with a Cop and National Night Out. These ongoing efforts aim to strengthen relationships between the police and the community through face-to-face interactions and various events.

SVHC 5.4 Foster Meaningful Relationships Between Youth and the Police Department

Staff have continued planning efforts for the Annual Youth Summit, to be held in Fall 2024.





Transportation and Transit

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

The five objectives within the Transportation and Transit key focus area seek to:

- Develop partnerships and implement a unified and coordinated transportation and land use vision.
- Enhance the multi-modal transportation network to reduce reliance on single occupancy vehicle trips.
- Identify policies, partnerships, and programmatic opportunities to improve the safety of the City's transportation network, with a focus on pedestrians and bicyclists.
- Implement intelligent transportation and emerging technology solutions that activate smart and connected communities.
- Implement equitable transportation programs and service levels with a focus on promoting an inclusive and accessible transportation network.

Objective 1:

Develop partnerships and implement a unified and coordinated transportation and land use vision.

TT 1.1 Pursue Opportunities to Advance Community Priorities Along Transit Corridors

The Transit Oriented Development - Affordable Housing (TODAH) team completed several initiatives funded by the Public Project Community Support Fund, including Neighborhood Enrichment activities for nine neighborhoods. They developed resource guides for small businesses and secured funding for infrastructure improvements along Tarboro Road. The team also established a governance model to involve the Community Engagement Board in future project selections.

TT 1.2 Provide Optimum Community Benefit and Flexibility in Curbside Space

The Parking Division is enhancing curbside space utilization by collaborating on projects that create pedestrian-friendly environments, such as removing parking for Commerce Place. They are implementing new streeteries for outdoor dining and planning a pilot program for trash and recycling collection. The expansion of the Scooter Parking Program is underway for late 2025.

TT 1.3 Address Transportation Infrastructure Priorities Around Key Developments

Staff has worked to leverage public-private partnerships to ensure effective implementation of key planning projects.

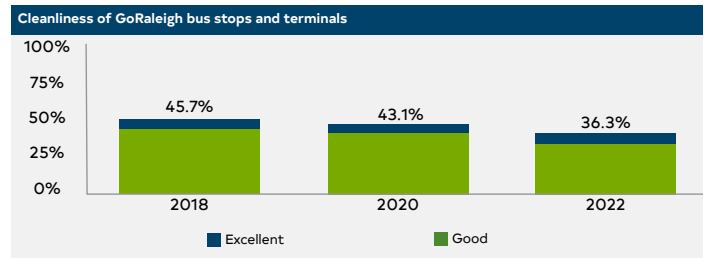
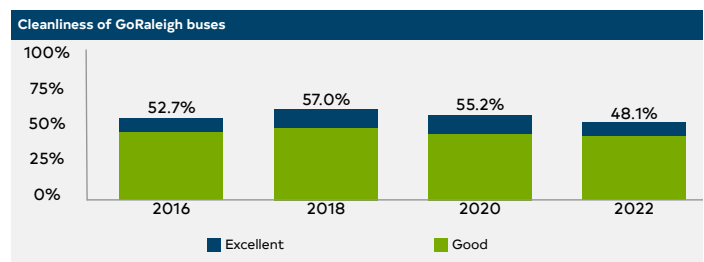
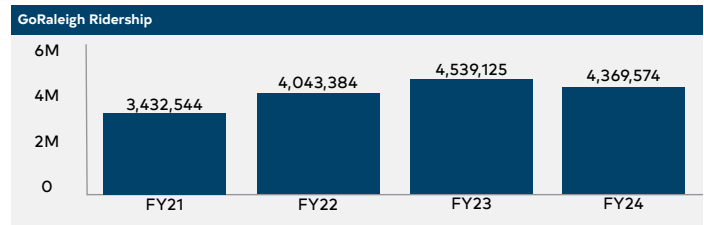
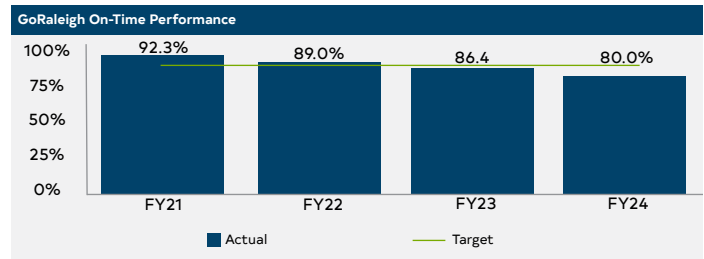
Objective 2:

Enhance the multi-modal transportation network to reduce reliance on single occupancy vehicle trips.

TT 2.1 Strengthen Multimodal Connections

Staff analyzed pedestrian connectivity gaps along the Western Bus Rapid Transit corridor. They plan to continue improving multimodal connections and collaborate with other teams to align goals. The team is also drafting a UDO text change to enhance pedestrian standards, which will be posted for public comment soon.

Performance Measures



TT 2.2 Encourage Diverse Modes of Transportation

The Commute Smart Ambassador Academy graduated six students and received positive feedback. The team aims to research park-and-ride policies and improve transportation-related public art. Over the next six months, they will focus on understanding citizen interest in park-and-rides and identifying internal barriers to implementation.

TT 2.3 Expand Regional Transit Opportunities

Staff reached out to NCDOT for potential collaboration and will follow up to establish a connection. The research phase will focus on compiling a list of relevant regional projects, set to begin in the second half of 2024.

Objective 3:

Identify policies, partnerships, and programmatic opportunities to improve the safety of the City's transportation network, with a focus on pedestrians and bicyclists.

TT 3.1 Develop a Vision Zero Implementation Plan

The team executed the SS4A Comprehensive Safety Action Plan Grant Agreement and selected a consultant to draft the Action Plan. They are developing a Vision Zero Task Force and identifying infrastructure deficiencies. The team is also working to lower speed limits in school zones and has secured funding for several traffic and pedestrian safety improvement projects.

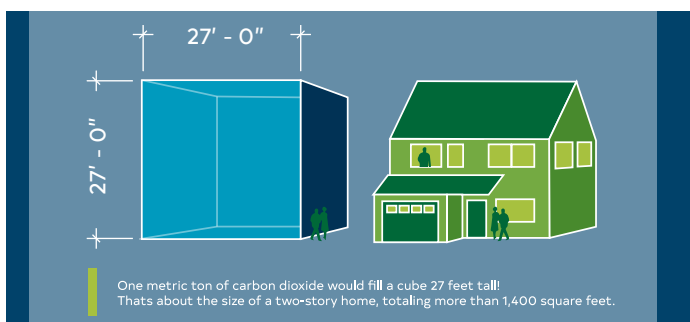
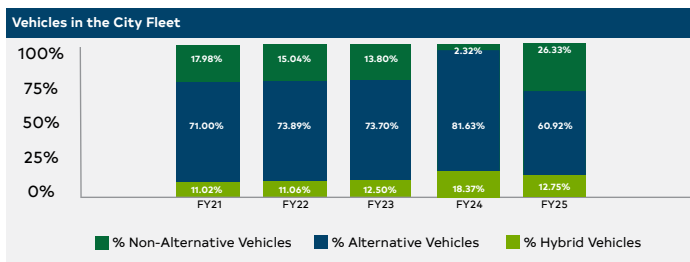
TT 3.2 Develop Policy on Citywide Speed Limits and Traffic Calming

Staff focused on codifying traffic calming measures in the Unified Development Ordinance and Street Design Manual for 2024. They successfully reduced citywide speed limits on downtown streets to 25 mph, marking a significant milestone in traffic safety efforts.

TT 3.3 Update the BikeRaleigh Plan

The BikeRaleigh plan update started in 2024, involving a project time with internal and external stakeholders, and established a steering committee. Staff also completed a webpage audit of the 2016 BikeRaleigh Plan materials, leading to recommendations for updates.

Performance Measures



Objective 4:

Implement intelligent transportation and emerging technology solutions that activate smart and connected communities.

TT 4.1 Optimize Investment in Electric Charging Infrastructure

Vehicle Fleet Services secured \$1.2 million in funding for an EV charging system and developed EV standard hardware and software. The team has rolled out an EV Implementation Strategy, preparing to replace 2,100 assets over ten years, which will include charging infrastructure. They provided technical training and created educational materials for staff.

TT 4.2 Renewable CNG and Electric Public Transportation Vehicles

The Raleigh Water anaerobic digester nears completion, with Renewable Natural Gas (RNG) expected to be injected into the pipeline for GoRaleigh buses. The GoRaleigh fleet now exceeds 70% zero or near-zero emissions. The team plans to add four electric buses and twelve CNG buses, contributing to a reduction of over 31,000 metric tons of greenhouse gases. Collaboration with Raleigh Water has clarified the terms for using RNG, and a draft agreement is being developed.

TT 4.3 Advance Public Adoption of Electric Vehicles

Staff identified available grant funds and created a decision tree and mapping tool to find optimal EV charging locations. They completed an EV Playbook and Facility Handbook, which are being utilized by various departments and agencies.

TT 4.4 Pursue Transportation Innovations

Staff shifted efforts from a broad technology investment approach to generating a standard operating procedure for departments implementing new technology. A draft handbook is currently being reviewed for stakeholder feedback.

Objective 5:

Implement equitable transportation programs and service levels with a focus on promoting an inclusive and accessible transportation network.

TT 5.1 Improve Equitable Implementation of Transportation Infrastructure

Staff presented recommendations to City Council for the sidewalk petition program. They developed a revised approach based on an equity review and are now transitioning this new process to program managers within Transportation.

TT 5.2 Identify Mitigation Measures for Areas Burdened by Past Transportation Investments

This initiative was merged with SVHC 3.1 in March 2024.

TT 5.3 Improve Accessibility of Transportation Infrastructure

Staff met with internal stakeholders for feedback on transportation policy goals and objectives. Learnings from this session are being incorporated into a white paper to accompany a new policy and will also inform revisions to the draft policy.





Appendix: FY21-25 Strategic Plan Objectives and Initiatives

Arts & Cultural Resources

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

Objective 1: Cultivate Raleigh's position as a nationally recognized entertainment, cultural, and tourism destination.

- Initiative 1.1: Work with our partners to develop a comprehensive marketing strategy to leverage the community's arts, culture, and innovation sectors to promote Raleigh locally and nationally with a focus on showcasing our creative community.
- Initiative 1.2: Collaborating with our partners, continue efforts to ingrain diverse live music into the culture of Raleigh in both public and privately-owned venues.
- Initiative 1.3: Develop a Public Art Plan to determine future directions for art in public places and identify strategies to guide expansion, develop local artists through mentorship and artist-in-residence programs, and encourage a wideranging portfolio of projects
- Initiative 1.4: Encourage the development of public art across City initiatives through artist-in-residence programs, cross departmental fellowships, and public-private partnerships

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

- Initiative 2.1: Implement plans for Raleigh's historic and cultural assets to broaden access to our collective history and stories.
- Initiative 2.2: Cultivate projects and partnerships that foster collaboration and business support between the creative community, arts and cultural organizations, and local technology companies.
- Initiative 2.3: Explore and implement opportunities to highlight the culture and history of Southeast Raleigh.

Objective 3: Utilize parks, green spaces, and recreation facilities as cultural hubs, gathering spaces, and neighborhood resource centers to foster connection, creativity, and economic development.

- Initiative 3.1: Collaborate with a broad range of community partners to implement initial phases of the Dorothea Dix Park Master Plan to create an inclusive signature destination park for community members, visitors, and all to enjoy.
- Initiative 3.2: Partner with the community to develop diverse and inclusive arts, recreational, and cultural programming that is affordable, geographically distributed, and representative of the community.

Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while leveraging technology and providing equitable employment opportunities for all community members.

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, inclusive, and growing economy.

- Initiative 1.1: In alignment with key findings from the Regional Workforce Skills Analysis, create strategies, including public-private partnerships, to support programs that provide workforce development for adults of all ages, skill sets, and backgrounds throughout the community.(EDI 1.2 was merged with EDI 1.1 in April 2023. Ongoing work continues under EDI 1.1.)
- Initiative 1.2: Create strategies, including public-private partnerships, to support programs that provide workforce development for adults of all ages, skill sets, and backgrounds throughout the community.
- Initiative 1.3: Partner with organizations in the community to continue to enhance youth skill development opportunities with a focus on enhancing the City's Pathways Center.

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

- Initiative 2.1: Work with partners, including area universities, that encourage and implement creative projects that add jobs and investment in our community.
- Initiative 2.2: Pursue opportunities for the City to participate as a beta customer to support innovation that promotes business development.
- Initiative 2.3: Review and assess the regional innovation and entrepreneurial ecosystems to inform the City's role and involvement in promoting innovation across the region.

Objective 3: Develop strategies and tools that encourage and strengthen the development of businesses throughout the community.

- Initiative 3.1: Reduce barriers to business investment, small business growth, and economic expansion by reviewing and improving city policies, programs, and processes; implement and increase access by communicating economic development resources and improvements effectively.

- Initiative 3.2: Review City policies, programs, and processes for opportunities to reduce barriers to business investment, small business growth, and economic expansion; implement and communicate improvements effectively. (EDI 3.2 was merged with EDI 3.1 in April 2023. Ongoing work continues under EDI 3.1.)
- Initiative 3.3: Create partnerships and identify best practices that assist small, start-up, and minority-owned business development and education.
- Initiative 3.4: Identify opportunities to strengthen and promote the City of Raleigh's Minority and Women-Owned Business Enterprise (MWBE) Program.
- Initiative 3.5: Collaborate with state and regional partners to explore, recruit, and attract corporate headquarters to Raleigh to include evaluation of City strategies, tools, and marketing.

Objective 4: Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.

- Initiative 4.1: Evaluate downtown parking strategies to address changing office, retail, and residential needs including development of curbside management strategies to adequately support small business in downtown and throughout the city.
- Initiative 4.2: Evaluate the digital divide within our community and develop strategies to connect undeserved neighborhoods to affordable internet service through partnerships with the private sector and nonprofits.
- Initiative 4.3: Partner with the business community to promote and collaborate on inclusive and equitable economic development to encourage strategic business investment to areas of the city where the need for that business exists.
- Initiative 4.4: Continue to keep the tourism ecosystem and the Raleigh Convention and Performing Arts Complex modern, vibrant, and innovative to attract economic generating events to Raleigh.
- Initiative 4.5: Review and update the City's priority areas for economic development for equitable investment and job opportunities throughout the city and develop strategies that promote these areas and encourage developers to invest in these areas.

GROWTH & NATURAL RESOURCES

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources, strives for environmental equity and justice, and encourages sustainable growth that complements existing development.

Objective 1: Identify opportunities to refine and enhance policies and programs that protect and improve environmental resources to include the tree canopy, open space, and plant management policies and practices.

- Initiative 1.1: Conduct a city-wide tree canopy cover assessment; establish canopy metrics and tree planting goals; and identify strategies to improve Raleigh's urban forest to help meet climate, sustainability, resiliency, equity, and accessibility goals.
- Initiative 1.2: Build on the Green Stormwater Infrastructure policy and additional tools to encourage low-impact development in private and public projects.
- Initiative 1.3: Identify opportunities to eliminate barriers and increase education to encourage urban agriculture.
- Initiative 1.4: Identify opportunities to enhance the effectiveness of green waste collection that reflect current best practices.
- Initiative 1.5: Develop and establish a stream restoration prioritization plan, including the identification of dams that create negative impacts.

Objective 2: Complete, adopt, and implement the Capital Area Greenway Master Plan to support a balance of environmental, multi-modal transportation, and recreational uses.

- Initiative 2.1: Develop and implement policy recommendations, operational considerations, and capital investments to position greenway trails as transportation options.
- Initiative 2.2: Expand greenway connectivity and accessibility across all communities, with a focus on connections between residential areas, activity centers, and green spaces.
- Initiative 2.3: Incorporate an array of amenities into the network of greenway trails, based on the priorities identified in the Greenway Master Plan and other emerging best practices, to increase and improve user experience.

Objective 3: Identify and facilitate improvements to the built environment and City programs through the use of technology, innovative design practices, and emerging scientific principles.

- Initiative 3.1: Utilize an environmental justice mapping tool to enhance understanding of environmental inequities in our community and identify potential options for mitigation.
- Initiative 3.2: Evaluate City programs and resources for scientific and technological investments that could improve environmental performance.
- Initiative 3.3: Evaluate opportunities to enhance sustainability, energy efficiency, and renewable energy in new and existing City facilities.

- Initiative 3.4: Analyze data to identify heat islands within the city and develop potential mitigation opportunities.
- Initiative 3.5: Identify and implement policy, programmatic, and financial strategies to address repetitive structural flooding caused by factors such as undersized infrastructure, land development, and climate change.

Objective 4: Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.

- Initiative 4.1: Identify the priorities and resources necessary for implementation of Community-wide Climate Action Plan (CCAP) actions.
- Initiative 4.2: Identify policy, partnership, and advocacy opportunities that would support modernization of the electricity distribution system and increase use of renewable energy sources.
- Initiative 4.3: Implement strategies for city-wide waste reduction.
- Initiative 4.4: Work with community partners to engage youth in stewardship and environmental education opportunities

ORGANIZATIONAL EXCELLENCE

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

Objective 1: Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.

- Initiative 1.1: Evaluate and implement customer service best practices and training across the organization.
- Initiative 1.2: Develop a comprehensive Citywide customer service system strategy that helps ensure convenience and accessibility for community members.
- Initiative 1.3: Implement a Citywide project management software to enhance project management and delivery.
- Initiative 1.4: Promote a performance management philosophy that encourages continuous improvement and innovation to achieve community and organizational goals.

Objective 2: Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.

- Initiative 2.1: Ensure the organization's ability to provide services during times of severe stress through a review of business continuity plans and resiliency principles.
- Initiative 2.2: Implement the Civic Campus Phase I, East Tower project, which aims to enhance customer service, create a welcoming and accessible environment, and offer a collaborative, dynamic space for the public and employees.
- Initiative 2.3: Ensure fiscal stewardship by assessing financial trends and addressing potential long-term gaps between available resources and what is required to meet known and emerging community needs..

Objective 3: Recruit, develop, and retain a diverse, highperforming workforce.

- Initiative 3.1: Develop recruitment strategies to ensure the City attracts and hires diverse, highly qualified candidates, while leveraging strengths of the local workforce.
- Initiative 3.2: Work with community partners, including local colleges and universities, on strategies to expand the City's talent pipeline.
- Initiative 3.3: Develop and implement formal workforce planning processes to strategically optimize the City's workforce to meet current and future service needs of the community.
- Initiative 3.4: Invest in the professional growth and development of employees through internal and external training, education, and mentorship opportunities.
- Initiative 3.5: Regularly review and refine the City's compensation and benefits package to maintain market competitiveness.

Objective 4: Embed equity throughout the City of Raleigh organization and in the services provided to the community.

- Initiative 4.1: Increase City employees' understanding and adoption of practices to advance social equity through training and continued learning opportunities.
- Initiative 4.2: Develop and implement a Citywide Equity Action Plan to enhance equity in the services provided by the organization.

Objective 5: Promote and enhance inclusive community engagement in City services, programs, and projects.

- Initiative 5.1: Provide access options to communications content and information to meet the diverse needs of our community.
- Initiative 5.2: Obtain regular feedback from community members about City programs, projects, and services and use the information to make improvements.
- Initiative 5.3: Complete a study to review and update the City's community engagement process and implement study recommendations.

SAFE, VIBRANT & HEALTHY COMMUNITY

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

Objective 1: Promote a safe and vibrant atmosphere throughout the city of Raleigh by educating community members on City services and the latest safety measures that help support a thriving community in which to live, work, and play.

- Initiative 1.1: Apply Crime Prevention through Environmental Design principles to increase and enhance safety at facilities and open spaces throughout the city.
- Initiative 1.2: Promote safety through education, partnerships, and best practices that empower community members to contribute to a safe and vibrant community.
- Initiative 1.3: Develop and implement strategies to build community members' resilience to disasters, prioritizing vulnerable communities to support equitable recovery and growth following a disaster.

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

- Initiative 2.1: Strengthen the homeless services response system through partnerships to prevent, divert, and end homelessness.
- Initiative 2.2: Seek new partnerships for the development of mixed-income housing and a broader range of housing choices for varying lifestyles, preferences and age groups.
- Initiative 2.3: Update the Affordable Housing Improvement Plan to include the Affordable Housing Bond and its focus on equitable development around transit and in neighborhoods experiencing escalating housing costs which impact long term residents and limit housing choice.
- Initiative 2.4: Revise the City code to provide greater oversight and authority relative to minimum habitability standards in lodging establishments not intended as dwellings for families with children.
- Initiative 2.5: Eliminate local regulatory barriers to diverse housing types and choices, including options such as tiny homes, accessory dwelling units, and manufactured homes, to accommodate growth, changing life needs and preferences, and enhanced walkability.
- Initiative 2.6: Review City processes for opportunities to streamline and reduce barriers to promote the

production of housing.

- Initiative 2.7: Explore partnerships and opportunities to incentivize more landlords to accept housing vouchers.

Objective 3: Promote walkable, mixed-use and mixed-income neighborhoods, including those near transit investments.

- Initiative 3.1: Identify areas characterized by disinvestment and community harms (poor air quality, disconnected transportation, and other environmental health outcomes) and recommend mitigation strategies to implement solutions in these areas
- Initiative 3.2: Identify and address acquisition of properties in areas undergoing transition, including near future transit and other transformative investments.
- Initiative 3.3: Strengthen neighborhood social fabric through equitable community outreach, connection, engagement, and communication

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

- Initiative 4.1: Work with the community to implement and support strategies that prevent and address substance use and opioid addiction.
- Initiative 4.2: Implement and support programs and services that offer opportunities for community members to age in place with dignity.
- Initiative 4.3: Work with community partners to implement and support strategies that enhance food security throughout the city.

Objective 5: Pursue efforts to build trust, transparency, and accountability in the City's policing services to provide a positive level of real and perceived safety in the community.

- Initiative 5.1: Implement and support the Police Advisory Board, a diverse and representative body of community members, which aims to build public trust through the review of departmental policies and procedures and serves as liaisons in community engagement efforts.
- Initiative 5.2: Reduce firearm violence in the Raleigh community by utilizing a holistic approach that includes training Police employees, partnering with the community, and using intelligence-led policing.

- Initiative 5.3: Engage in intentional and meaningful dialogue to foster mutual understanding and trust between the Police Department and the community, with an emphasis on faceto-face community meetings.
- Initiative 5.4: Develop and foster meaningful relationships between youth and the Police Department, including continuing the biannual Youth Summit.

TRANSPORTATION & TRANSIT

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

Objective 1: Develop partnerships and implement a unified and coordinated transportation and land use vision.

- Initiative 1.1: Pursue opportunities and partnerships along high priority transit corridors to advance community priorities, develop specific land use strategies, and support equitable economic development.
- Initiative 1.2: Evaluate the use of curbside space to ensure policies and practices are providing optimum community benefit and flexibility.
- Initiative 1.3: Develop strategies to address transportation infrastructure priorities associated with key development opportunities or City investments.

Objective 2: Enhance the multi-modal transportation network to reduce reliance on single occupancy vehicle trips.

- Initiative 2.1: Develop strategies to strengthen multimodal connections between high impact activity nodes and identify, prioritize, and implement projects that strengthen connections between different modes of transportation.
- Initiative 2.2: Develop and pursue strategies to encourage and incentivize individuals to seek out and utilize alternative modes of transportation, including identification and removal of barriers and improvements to existing transit service.
- Initiative 2.3: Evaluate and pursue opportunities, including partnerships, to expand regional transit opportunities including bus rapid transit, commuter rail, and high-speed rail.

Objective 3: Identify policies, partnerships, and programmatic opportunities to improve the safety of the City's transportation network, with a focus on pedestrians and bicyclists.

- Initiative 3.1: Develop a Vision Zero implementation plan that utilizes partnerships and includes necessary legal, policy, equity, and resource considerations.
- Initiative 3.2: Develop policy considerations on the appropriateness of citywide speed limits and incorporate traffic calming elements into street design requirements for new development; systematically implement changes.
- Initiative 3.3: Update the BikeRaleigh Plan with a focus on equitable outcomes and bike lane implementation focused on linking strategic connections.

Objective 4: Implement intelligent transportation and emerging technology solutions that activate smart and connected communities.

- Initiative 4.1: Develop a plan to optimize the City's investment in electric vehicle charging infrastructure and model success through continued adoption of electrification and conversion to alternative fuels in the City's fleet.
- Initiative 4.2: Improve the operational efficiency of the City's bus and public transportation vehicles through renewable CNG and electric buses.
- Initiative 4.3: Identify opportunities to install electric vehicle charging infrastructure to advance the public adoption and use of electric vehicles including encouragement for private investment.
- Initiative 4.4: Coordinate, support, and make investments in technology solutions, partnerships, and data collection to improve mobility and support automation, artificial intelligence, service coordination, and other transportation innovations

Objective 5: Implement equitable transportation programs and service levels with a focus on promoting an inclusive and accessible transportation network.

- Initiative 5.1: Evaluate revisions to transportation programs and policies to improve equitable implementation of infrastructure improvements, broaden options, increase eligibility, and reduce barriers to participation.
- Initiative 5.2: Identify and map areas burdened by past transportation investments and associated air quality or community impacts; and identify mitigation measures to generate better outcomes for impacted residents. (TT 5.2 was merged with SVHC 3.1 in March 2024. Ongoing work continues under SVHC 3.1.)
- Initiative 5.3: Improve accessibility for persons with disabilities and active adults by identifying, prioritizing, and implementing transportation supportive infrastructure.



Raleigh