



Fiscal Year 2018

City of Raleigh Strategic Plan Year-End Performance Report

RALEIGH STRATEGIC PLAN

A solid foundation for an intentional future

strategicplan.raleighnc.gov

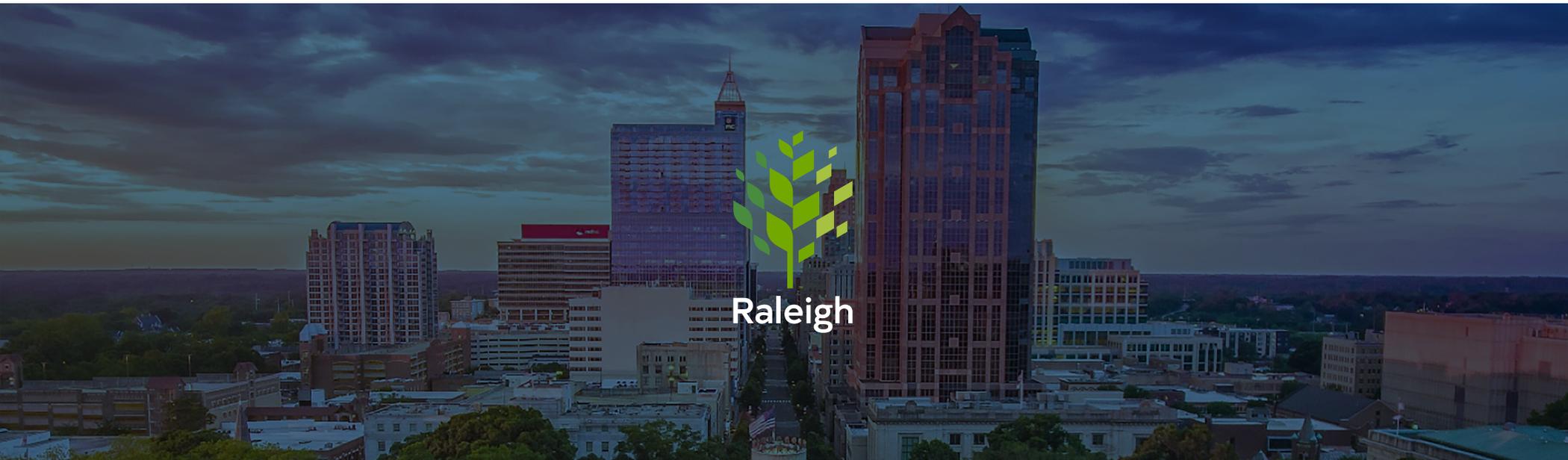


2018

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Raleigh City Council

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

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

Mission

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

Vision

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



Letter from the City Manager

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

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

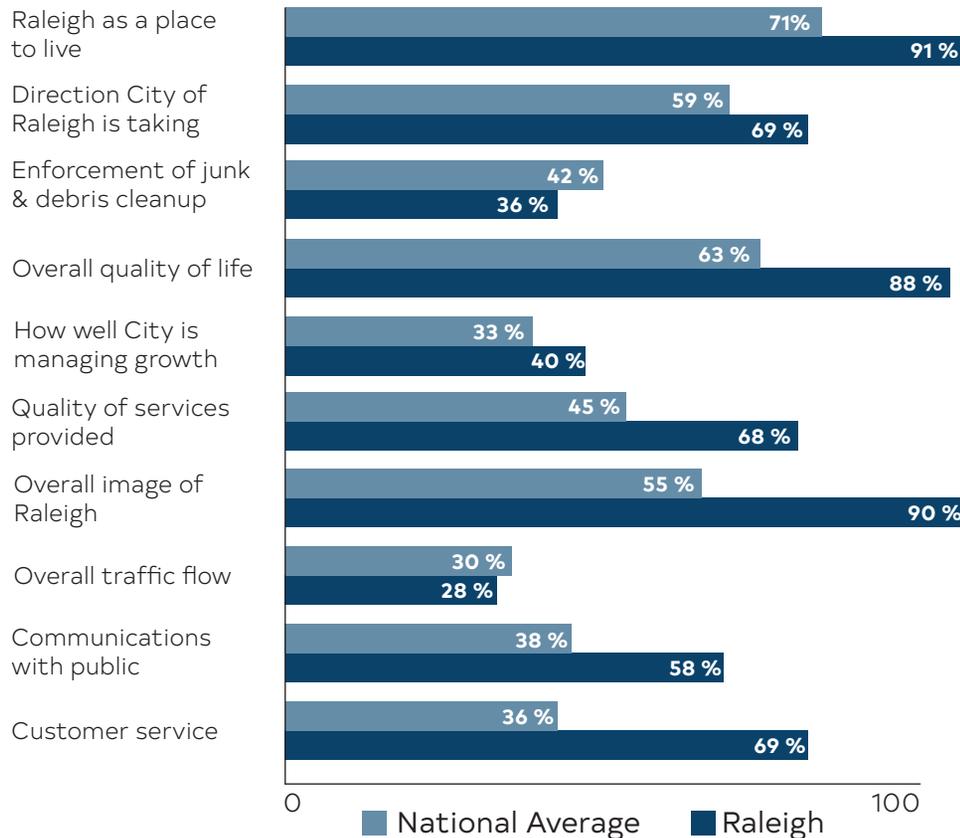
As reflected in this year-end report, during Fiscal Year 2018, staff continued to support City Council in its mission to build a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.

Sincerely,
Ruffin L. Hall
City Manager



How Raleighites See Raleigh

In late 2016, the City of Raleigh commissioned its first-ever Community Survey to assess residents' opinions on a wide array of community topics and to help refine priorities as part of the City's strategic planning process. The third-party administered survey allows Raleigh to compare many of its results to other large communities¹. Percentages in the graphic below reflect those answering 4 or 5 ("good" or "excellent") on a scale of 1 to 5.



Implementing the Strategic Plan

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



Using the Report

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

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

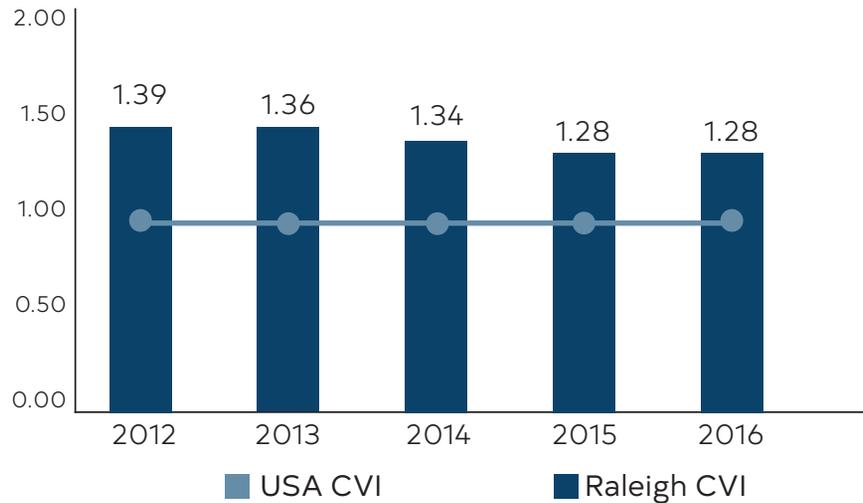
Key Focus Areas (abbreviations are noted in parentheses)

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

As reflected in the updates, initiatives are in varying phases of being addressed. Some initiatives are still being evaluated for feasibility and scope, others are being planned for implementation, and many are currently being implemented. The phasing of initiatives acknowledges the City's limited resources, maximizes impact by employing appropriate sequencing for initiatives that are interdependent, and allows for prudent and thoughtful implementation.

Arts and Cultural Resources

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



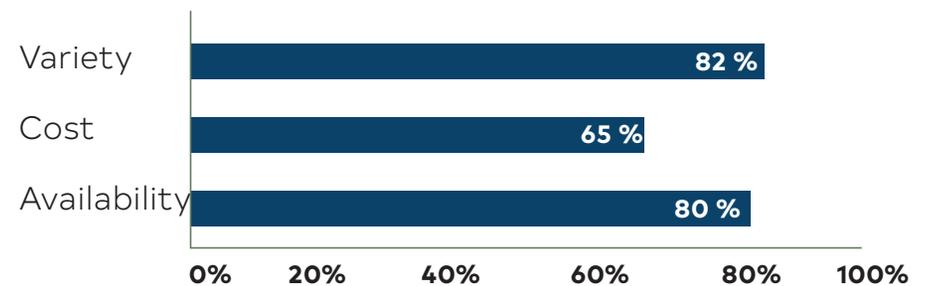
The most recent Creative Vitality Index³ indicates that Raleigh's per-capita concentration of creativity (creative occupations, industry sales, and cultural nonprofit revenues) is 28% higher than the national average.

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

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

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

Community Ratings on Arts and Cultural programs in Raleigh

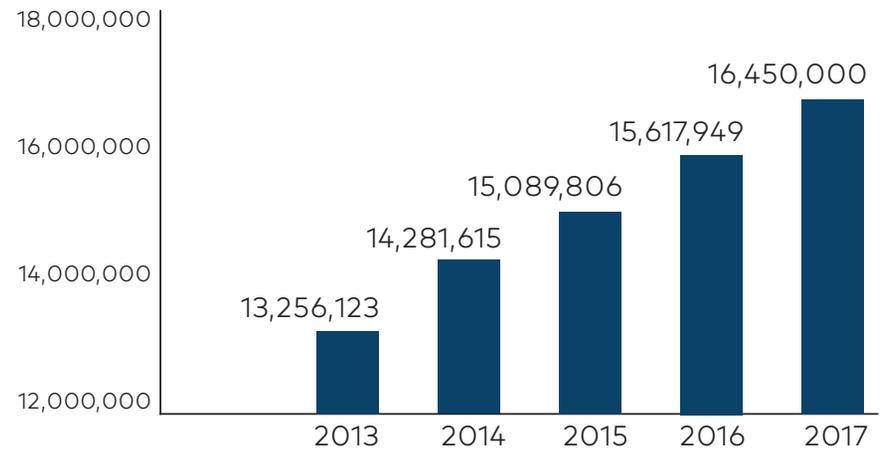


Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.

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

This strategic plan initiative is linked to the City's overall branding effort and will include both short and long-term strategies. Initial efforts have focused on promoting Raleigh's vibrant arts and culture offerings to our local community. Staff hosted three arts and culture listening sessions which were designed as a forum for artists and community members to share ideas about arts and cultural events or projects they would like to see in their neighborhoods. The sessions included a brief introduction to the work of the Office of Raleigh Arts, an overview of some established community arts programs and projects, along with productive facilitated brainstorming sessions. About 70 people attended in person or via a livestream on social media. Information gathered at the sessions will help Raleigh Arts define arts in community programs. In addition to the listening sessions, staff attended all Citizens Advisory Councils (CACs) to share information about Raleigh Arts, the City's public art program, and ways residents can get engaged with the community's thriving arts and culture scene. Over the next six months, staff will focus on promoting temporary and community art.

In 2017, more than \$247 million was generated from hotel room rentals in Raleigh⁵.



Our area continues to attract visitors who partake in and contribute to its vibrancy. Wake County welcomed more than 16.4 million visitors in 2017⁶

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

Sites and Structures

Historic Designations/Historic Districts

Eligible
Districts

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

Eligible
Properties

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

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

Work on this initiative has led to a budding partnership opportunity with the Greater Raleigh Convention and Visitors Bureau (GRCVB). With recent statistics that show nearly 45% of the GRCVB's website views come from the Triangle area, a partnership to showcase the identified local places, experiences, and traditions on the Visit Raleigh site will be ideal for both local residents and visitors alike. The desired outcome for this initiative remains an interactive user-experience that showcases the things that make our community unique. The City and GRCVB are working towards an early 2019 launch for the new page.

ACR 2.2 Develop Historic Assets Vision

The initiative's focus has been narrowed to focus on historic assets that are managed by the City of Raleigh. Additional work for this initiative will include drafting an approved document or statement that could be used by the City to promote its history.



ACR 2.3 Dorothea Dix Park Development Plan

The past several months focused on engaging the community for the Park's future development while providing opportunities for the community to enjoy the Park now. There have been three community meetings, with a total attendance of approximately 1,450, to gather input on the Park's master plan. The first community meeting focused on the Park in relation to transportation and the region with the second meeting focused on the Park site, and the third meeting focused on the Park, its buildings, and partners.

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

The Pop-up Studio program launched in Fiscal Year 2018 (FY2018). As part of the program, Pop-up Studios move into a City of Raleigh Parks, Recreation, and Cultural Resources' facility for two months, providing free visual arts programs and open studio time to all age groups. Within just five months of launching, Pop-up Studios provided 144 programs to more than 780 participants. Through a participant survey, respondents frequently indicated that as a result of attending a Pop-up Studio they met new friends, learned something new, or rediscovered a previous passion.

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

ACR 2.5 Arts Community & Local Tech Community

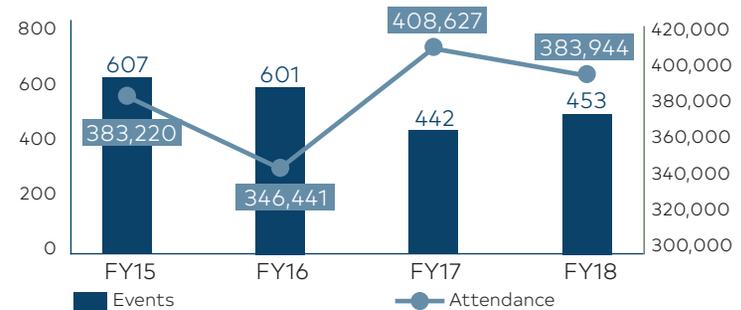
The first pilot of an interactive tech public art installation with community partners was completed in early FY2018. Raleigh Arts, in partnership with the Dorothea Dix Conservancy, hosted eight events in Dix Park to see, hear, and play a large-scale light and sound interactive installation. Over 13,000 people attended the events. Seventeen musicians collaborated with the artist and programmer by syncing their musical compositions with the Moog technology and programming to create a unique light show that coordinated sound.

From recent meet and greet events, staff found that the Raleigh art community has gaps in access and education to new technologies and the understanding of how to find opportunities for collaboration with creatives working in other fields. Staff has begun meeting with several potential partners who can assist in closing these gaps.

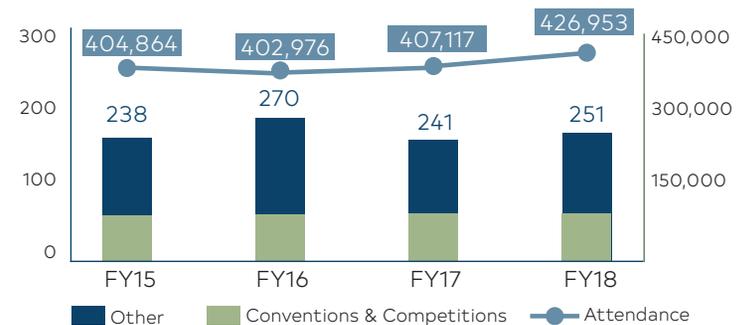
ACR Explore Public-Private Partnership for a Unified Arts & Culture Foundation

Keeping with the initiative's intent to explore the feasibility of establishing a unified arts and culture foundation, staff held exploratory meetings with outside feasibility consultants and key stakeholders. Staff determined that a unified arts and cultural foundation was not feasible or sensible for the City of Raleigh at this time. The initiative was successfully completed and subsequently removed from the Strategic Plan.

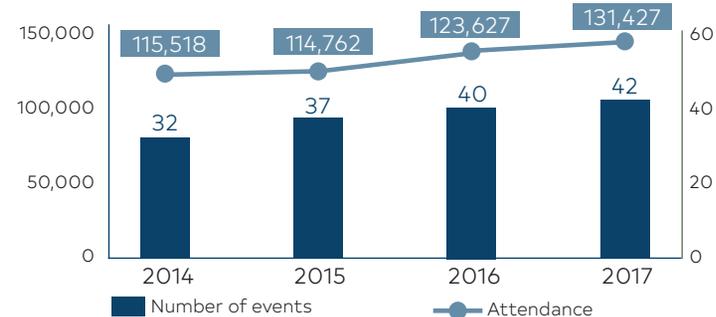
Performing Arts Center Events and Attendance



Convention Center Events and Attendance



Red Hat Amphitheater Events and Attendance



Economic Development & Innovation

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

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

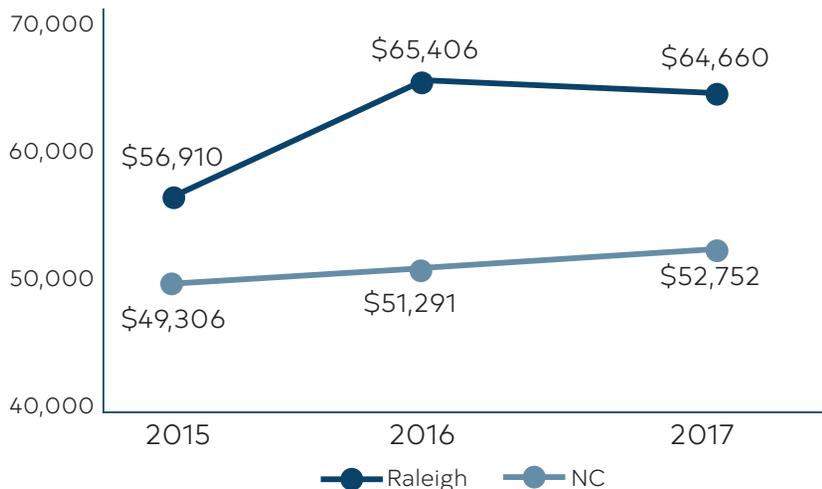
- Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy..
- Cultivate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

From January through June 2018, there was \$640,736,201 in private, permitted non-residential project construction value in Raleigh; sixty percent (\$382,098,365) occurred in economic development targeted areas.



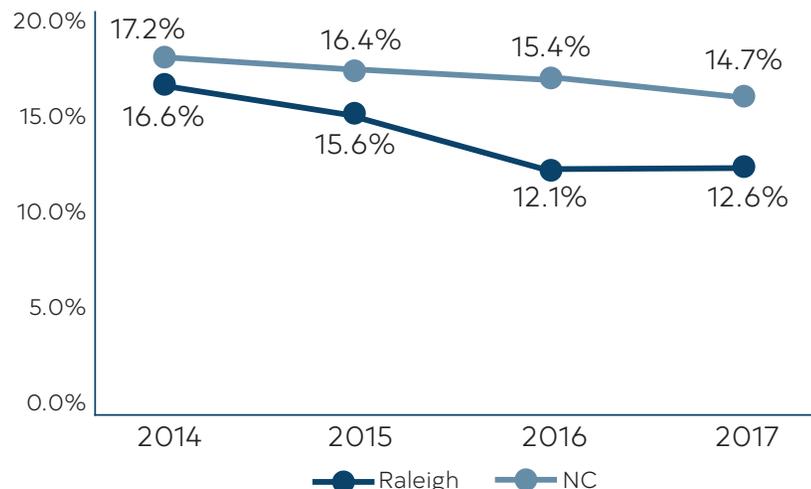
Economic Development & Innovation

Median Household Income



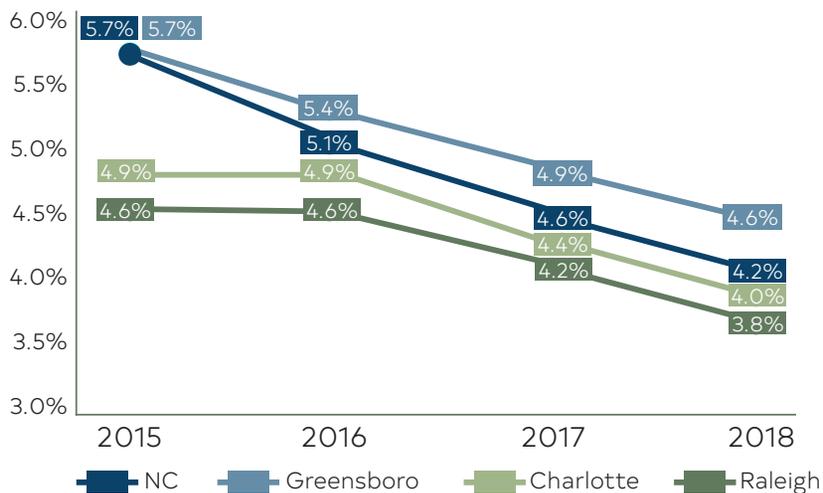
Raleigh's median household income continues to remain higher than the State of North Carolina's median household income⁸.

Population Living Below Poverty Level



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

Unemployment Rate⁹



81%

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

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

EDI 1.1 Evaluate Local Labor Profile & Analysis with Partners

The City partnered with Wake County Economic Development and the Capital Area Workforce Development Board to fund the development, implementation, and analysis of a survey of regional industries to identify current and future regional labor force needs. The survey, which was administered by Research Triangle Institute (RTI), received 525 unique responses from companies of all sizes, across 13 counties and from 10 industry sectors. Over 74% of surveyed companies indicated that they expect to grow in the next three years, ranging from small businesses expecting to add up to five employees to large businesses expecting to add over 1,000. The survey also provided specific information on regional industries' most sought after workforce skills and training needs. While the survey directly addressed this strategic plan initiative, it will also help in advancing EDI Initiatives 1.2 and 1.3.

EDI 1.2 Regional Workforce Forum - Educational Partners

In February 2018, the Greater Raleigh Chamber of Commerce in partnership with the City of Raleigh, Capital Area Workforce Development Board, and Wake County Economic Development hosted a regional workforce forum, Triangle Talent: Understanding the Skills Gap, to share the regional industries survey results with business stakeholders and the broader community and to discuss ideas and next steps for addressing the needs and challenges identified in the survey results.

As a next step, the City will work with partners and industry organizations to convene focused roundtable discussions to identify opportunities to address industry-specific issues. Additionally, ongoing forums are being hosted by the Greater Raleigh Chamber of Commerce and Capital Area Workforce Development Board through the Triangle Regional Career Pathways Collaborative

EDI 1.3 Workforce Development – Partner with Nonprofits

Current efforts for this initiative focus on existing partnerships and potential opportunities for City departments to leverage workforce development strategies. Staff developed and administered an internal survey to Department Directors to identify the City's existing workforce partnerships, workforce needs, and opportunities for future partnerships. Staff hosted a roundtable discussion on the survey findings and best practices that could be leveraged and replicated across departments. Future efforts will focus on hosting additional internal roundtable discussions to identify how departments can partner with external agencies to enhance workforce development partnerships.

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

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

Staff has engaged in numerous partnership efforts to assist small, start-up, and minority-owned business development and education. Some highlights include partnering with several agencies on the Southeast Raleigh Innovation Challenge, with Carolina Small Business Development Fund on Black Entrepreneurship Week, and with Wake Tech, Shaw University, Saint Augustine University, and Carolina Small Business Development Fund on the Launch Raleigh incubator program. Future efforts will focus on proactive methods to identify and pursue potential partnerships that add jobs and bring investment to the community.

EDI 2.2 Host Forums with Business Community to Promote Collaboration on Economic Development

During FY2018, the City hosted and participated in multiple forums with the business community including, Black Entrepreneur Week, Innovate Raleigh Summit, Raleigh Small Business Connect, National Small Business Week, City Camp, Wake County Economic Development Forum, and Greater Raleigh Chamber of Commerce Leadership Conference. Discussions at these events were around themes important to entrepreneurs and small businesses including funding, advocacy, talent, education, arts, parking, zoning, transit, business recruitment and retention, and small business support. Staff will continue to identify opportunities to support the business community.

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

The City provided matching funds for State incentives through the Business Investment Grant. Additionally, the City partnered with the Greater Raleigh Chamber of Commerce to host the Small Business Expo. The City also continued its partnership with the Innovators Program, a joint initiative between Red Hat, Citrix, HQ Raleigh, and the City of Raleigh that aims to assist founders and internal innovators with turning a good idea into a high growth business.



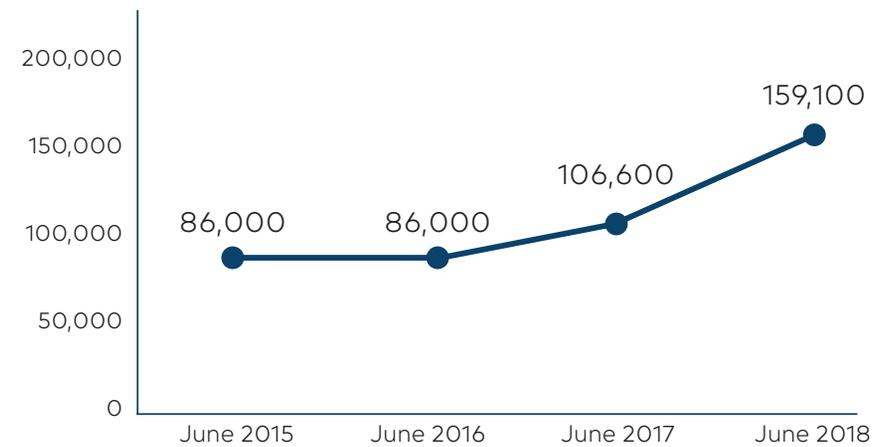
243

City of Raleigh's Office of Economic Development + Innovation had 243 interactions with startups/small businesses during FY2018 ¹¹

EDI 2.4 Strengthen and Promote the City's MWBE Program

The City Council added this initiative to the Strategic Plan following its FY2018 City Council retreat. As part of this initiative, staff will pursue opportunities to both strengthen and promote the City's Minority and Women-owned Business Enterprise (MWBE) Program. The initiative team has engaged in fruitful cross-departmental discussions to develop a work plan for this initiative which includes partnering with the Communications Department to develop marketing and informational resources, developing and providing regular training for City of Raleigh Project Managers to ensure consistency with procedures, and working with external stakeholders to provide regular capacity and certification training for minority businesses. Additionally, a MWBE Analyst position was included in the FY2019 adopted budget. This new position will add capacity and advance efforts to improve the City's MWBE Program.

Square Footage of Incubator/Co-Work Spaces located in Raleigh ¹⁰



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



EDI 3.1 Economic Development Tool Kit

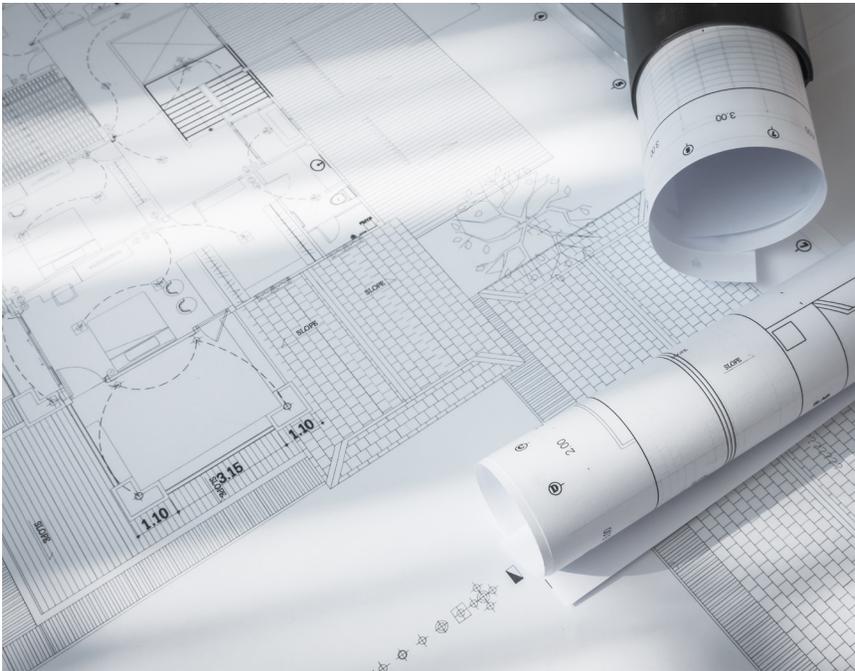
The Economic Development Toolkit, which was developed by the City, has been an effective tool to encourage investment for competitive projects and a valuable opportunity to help small businesses add new jobs and grow their business¹². In FY2018, three Business Investment Grants were awarded resulting in over 2,000 new jobs in Raleigh, five JobsRaleigh Grants were awarded resulting in 17 new jobs, 20 businesses were awarded Building Upfit Grants, and two Facade Grants were awarded. During FY2018, staff identified opportunities to strengthen the ToolKit through policy and criteria scoring refinements. Those recommendations were presented to City Council during a May 2018 work session and are under review.

2,517

New Jobs

Created that received Economic development Toolkit program support. \$51,868 is the average salary for those new jobs.

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



EDI 3.2 Refine Development Review & Permitting Process

Staff continues to implement identified process improvements to refine, revise, and improve the development review and permitting process. A few improvements include expanding the Online Development Center mobile application to provide customers the ability to manage all inspections related scheduling directly on the app, creating three additional express review slots, and creating a new permit submittal checklist and triage process to assist applicants in proceeding through the review and approval process more efficiently. The Development Services Department launched a Project Advocacy Team which serves as a single point hub for providing full life cycle support to large or complex projects. Staff will continue implementing identified process improvements including piloting the e-review process in Energov and building fee calculators for open space, facilities, and stormwater.

EDI 3.3 Property Disposition & Acquisition

With the Downtown Land Disposition Strategy as guidance, staff continues to strategically dispose of City-owned properties to assist in meeting the City's policy and financial goals and helping to shape and define the future of Downtown Raleigh. During FY2018, Site H (500, 508, and 510 Blount Street) was sold through the upset bid process for \$834,800 and 116 Stronach's Alley was sold through the upset bid process for \$237,350.

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

EDI 4.1 Downtown Parking Strategies

Staff continues to pursue both short and long-term downtown parking strategies. It was determined that relocating Raleigh Police Department's evidence from the Raleigh Municipal Deck would provide 135 additional spaces in the deck. Additionally, the newly completed Dillon Deck created 306 parking spaces. Staff also worked on securing a two-year commitment on using the former News and Observer Deck. By better using available data, staff was able to recover 60 spaces in the Blount Street Deck and 30 spaces in the Martin Street surface lot. As part of longer term strategies, staff will explore potential opportunities for Park and Ride lots within the beltline and partnering with GoRaleigh on connecting distant lots with transit options.

EDI 4.2 High-Speed Broadband Service Partnerships

Staff continues building partnerships with internet service providers to improve the right of way encroachments process and increase broadband to promote economic growth. New initiative team members were added to broaden this initiative's focus to also include working to close the digital divide within our community by connecting underserved communities to affordable internet service through partnerships with internet service providers. Additional efforts will include educating residents on new ways to communicate with the City through the use of technology such as Alexa. During FY2019, the initiative team will refine the initiative's milestones to support the expanded focus.

EDI Explore Alternative Finance Methods for Development

Staff researched and developed a white paper on alternative financing methods. Recommendations from the analysis included strengthening City departments' collaboration with the Office of Economic Development & Innovation to ensure alternative funding sources are fully evaluated for projects that are being constructed in a blighted area or with a proposed development. The initiative was successfully completed and subsequently removed from the Strategic Plan.



Growth & Natural Resources

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

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

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

55%

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

66%

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

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

32.4 mi.

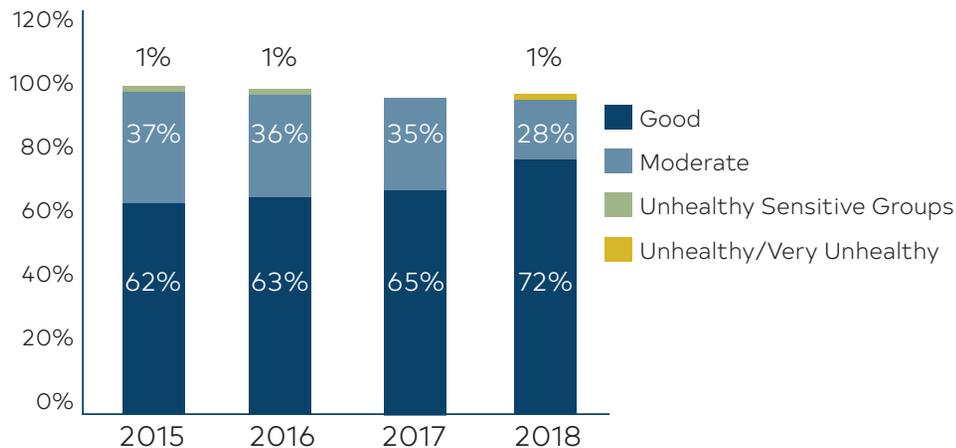
There are approximately 32.4 miles of streams within Raleigh that have regulatory water quality impairments. Protecting and improving surface water

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

GNR 1.1 Tree Canopy and Water Quality

The FY2019 budget includes funding for third party subject matter experts to provide research and preliminary data that will assist in understanding how the urban built landscape impacts water quality by focusing on the role of urban trees and urban riparian buffers in that built environment. Findings from the research may lead to recommendations for future development ordinance changes.

Air Quality Index



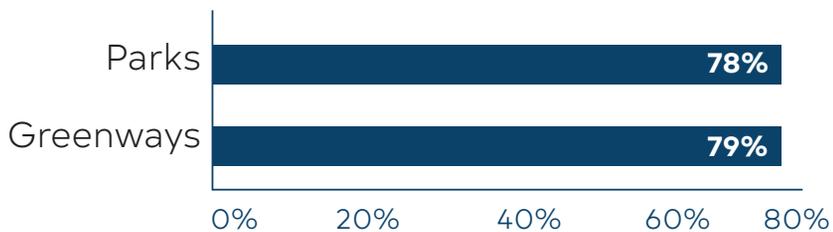
The percentage of good outdoor air quality days has increased over the past three years¹³. Percentages may not equal 100% due to rounding.

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



There are 6,949 acres of publicly accessible open space in Raleigh.

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



67% Noted they visited a city park or greenway "very frequently" or "frequently."

GNR 2.1 Add Greenway Amenities

During FY2018, GIS staff made significant progress on documenting the locations of 10 types of greenway amenities (e.g., restrooms, water fountains) along the Capital Area Greenway System. This useful information will be shared publicly to assist greenway users with locating amenities. Additionally, staff will design and administer a survey to solicit the public's input to identify and prioritize desired amenities.

GNR 2.2 Create an Open Space Plan

The initiative team previously developed an inventory of existing Citywide land acquisition and preservation efforts. The next milestone for this initiative is conducting an in-house facilitated cross-departmental discussion to develop a framework for the open space planning document. The discussion will focus on understanding departments' various open space needs, goals, and perspectives (e.g., how does open space further the missions of their departments). The goal is to develop an open space plan that meets multi-departmental and environmental needs.

GNR 3.1 Climate Energy Action Plan

The Anaerobic Digestion project is continuing to move forward. The design is complete and drawings are being reviewed to bid the project. Staff is working with a consultant to assist in the City's development of a Community-wide Climate Action Plan that includes data-driven actions and strategies to reduce greenhouse gas emissions.

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

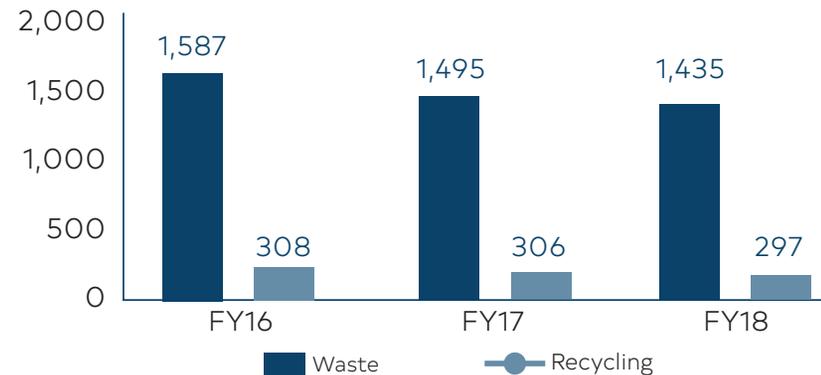
GNR 3.3 Green Infrastructure Policy

The Unified Development Ordinance (UDO) was updated to align with the recommendations provided by the Green Infrastructure/Low-Impact (GI/LID) Code Review Work Group.

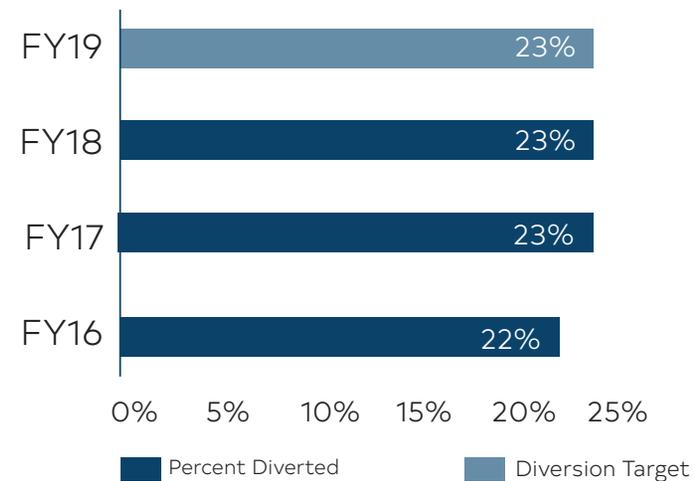
GNR 3.4 Citywide Waste Reduction

During FY2018, a study on a potential volume-based refuse collection fee was completed and findings from the study were shared with City Council in February. The study found that targeted recycling education would yield more benefits for Raleigh than a volume-based fee structure would provide. Additionally, as part of the City's efforts to increase recycling and divert waste from the landfill, the City of Raleigh signed a contract with Simple Recycling to provide free, curbside textile collection for residents.

Waste and Recycling Pounds per Household



Waste Diversion



In Fiscal Year 2018, both the amount of waste and recycling collected per Raleigh household decreased¹⁶. Twenty-three percent of residential solid waste in Raleigh was diverted away from landfills to be recycled (this excludes yard waste).

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

GNR 4.1 Criteria & Methods – Neighborhood Area Planning

Staff developed a white paper outlining a methodology for identifying priority areas that would benefit from area planning and a first iteration of a citywide map illustrating the methodology. Next steps include obtaining City Council's feedback on the outlined approach.

GNR 4.2 Align Capital Improvement Program to Support Targeted Area Investments

GNR 4.3 Evaluate Funding Strategies for Streetscape, Pedestrian & Neighborhood Enhancement Projects

GNR 3.2 Cross-Departmental Evaluation of Public Infrastructure

Projects Staff previously piloted a cross-departmental capital project review process. Lessons learned from the pilot, as well as, enhancements to internal business practices will advance these three initiatives. An internal cross-departmental Capital Improvement Program Steering Committee was created in FY2018. This group will work through various process improvements and policies associated with the City's Capital Improvement Program. These include, but are not limited to allowing more opportunity to discuss and prioritize projects in a collaborative and transparent manner, reviewing reporting requirements, and utilizing the City's new project visualization tool and project management software.

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

GNR 4.4 Adopt and Implement Complete Streets Policy

The adopted Complete Streets policy will be incorporated into the upcoming Raleigh Street Design Manual update, which requires approval through the text change process. This is expected to take several months and requires review and approval by the Planning Commission and ultimate adoption by City Council.

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

The City Council added this initiative to the Strategic Plan following its FY2018 City Council retreat. The initiative seeks to identify capacity, regulations, and resources that are needed to improve the quality and character of infill development, to include studying existing deficiencies and identifying enhanced code standards and review procedures that may address deficiencies. A cross-departmental and cross-disciplinary initiative team has been assembled to assure various perspectives are included in the team's work. The newly formed initiative team will outline milestones and a plan for its work.

GNR Support Improvements to State Government Complex

Staff collaborated with the State on several initiatives including the sale of three State-owned houses on North Person Street and a study of downtown infrastructure. The City will continue to work with the State of North Carolina. Given the routine and operational nature of this initiative, it was removed from the Strategic Plan.

Organizational Excellence

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



AAA

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

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

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

50%

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

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

OE 1.1 Performance Management, Innovation, and Continuous Improvement

Keeping with the maturation of the City's Strategic Plan, performance targets for approximately 20 performance measures were identified and will be shared publicly in FY2019. Communicating the City's strategic planning efforts and progress remained a priority in FY2018. As such, several strategic planning initiative videos were developed and shared with City Council and the public. The videos garnered more than 7,400 views across the City's social media platforms. Additionally, with the adoption of a new logo and mission/vision statements, Budget & Management Services partnered with the Communications Department to develop more refined Strategic Plan materials.

During FY2018, departmental business plans were significantly revamped. The nearly year-long process involved departments conducting environmental scans, outlining three-year objectives and initiatives, and identifying appropriate performance measures.

Staff continued to make steady progress on creating a culture of continuous improvement within the City. The team is focusing on three specific continuous improvement efforts: centralizing the Six Sigma yellow belt training and certification process, developing a framework for how to support the implementation of continuous improvement projects throughout the organization, and continuing to provide basic continuous improvement training at supervisor trainings and as part of the City's Strategic Planning and Performance Analytics Academy.

OE 1.2 Stakeholder Satisfaction Surveys

In FY2018, the City revamped its annual Resident Budget Priorities Survey to include more community engagement, a refined survey instrument, and sharing the results publicly. Staff efforts of promoting the survey at CACs, community centers, and on social media proved valuable as nearly 900 completed surveys were analyzed and for the first time the analysis was shared in a public report. Another important stakeholder survey is the Community Survey, which will be administered in FY2019. This third-party administered, random sampled survey provides the City with the opportunity to compare Raleigh residents' perceptions to peers from across the nation.

OE 1.3 Comprehensive Communications

Following Mayor and City Council's approval of the new City logo and adoption of the vision and mission statements, staff turned its attention to building a foundation for the new brand platform. Staff is developing a style guide which will provide the backbone for the brand by articulating how to incorporate the new logo into publications including logo positioning and brand tone, as well as communicating appropriate brand background colors and fonts. The style guide will help maintain the integrity of the new logo and brand.

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

OE 1.4 Business Continuity Plans and Resiliency Principles

Funding to advance this initiative, which is focused on assessing the organization's ability to provide services during times of severe stress, was included in the FY2019 budget. Staff developed a two-phased approach with Phase 1 focused on establishing a continuity planning team, developing a project plan with an overall schedule, and identifying and understanding mission-essential functions and business processes. City staff will then work with a consultant to identify a scope of work for Phase 2 that includes but is not limited to conducting risk assessments and analyses, identifying risk mitigation strategies, drafting and formalizing a Citywide continuity plan with department specific annexes, and conducting tests, training, and exercises. The continuity planning process will align well with the departmental business planning process and is intended to be a cyclical, continuous preparedness process.

OE 1.5 Governance Structure for Organizational Policies

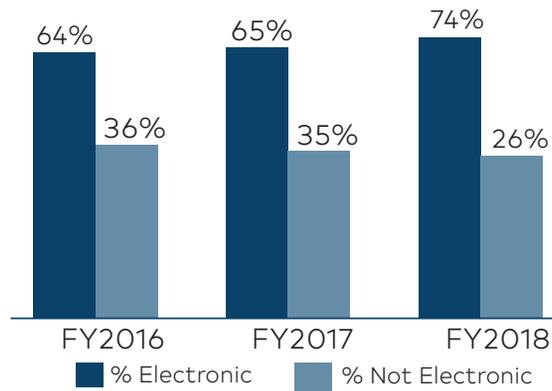
Staff developed a draft framework for the review and approval of internal policies. The framework would establish a cross-departmental governance team and include a process for proposed policies to be reviewed by various stakeholders including the Employee Advisory Group and City Attorney's Office. Staff will continue refining and socializing the draft framework during FY2019.

OE 1.6 Sustainability Tools for Assessing and Rating (STAR)

The City of Raleigh completed its STAR Communities assessment in 2015 and received a four-star rating. There were three categories in which Raleigh underperformed: Built Environment, Equity & Empowerment, and Climate & Energy. Staff has developed a work plan to identify individual items in the STAR evaluation which the City can address in the immediate to near future. Staff will also develop a work plan to address those under performing categories that require longer-term strategies that provides numerous links to studies, data, and example programs that will assist City departments in efforts to improve the areas of under performance.

Align facilities, staff and technology with organizational needs.

Financial Transactions Payment Method



The percentage of financial transactions being handled electronically continues to increase annually¹⁴. The City will continue to explore opportunities for providing multiple payment options to meet the community's varied preferences.

66% Rate their ability to access information they need about the City as "excellent" or "good."

OE 2.1 Increase Documents and Records Accessibility

After hosting a successful record management training for City of Raleigh staff, the initiative team focused on record retention training and policies in preparation for the deployment of SharePoint. The initiative team will work with designated "Records Champions" from each City department to better understand how electronic records are being stored, tagged, and classified.

OE 2.2 Institutional Fiber Network

The City of Raleigh institutional fiber network project continues to make progress. There are now 25 City facilities connected to the internal network. Installation of the fiber network enables greater network security, provides faster network speeds, and improves reliability of network resources. Staff is on track to have all 41 identified priority sites completed in spring 2019.

OE 2.3 Centralized Campus

City of Raleigh staff, in coordination with civic campus project consultants, analyzed potential development scenarios, market analysis, parking strategies, cost estimates, and programming for the civic campus master plan. The master planning for the civic campus project is expected to conclude by late 2018. The design Request for Qualifications (RFQ) is expected to be released in late 2018/early 2019.

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

OE 3.1 Organization-wide Customer Service

The initiative team established four customer service standards: Responsive, Respectful, Ethical, and Dependable. A new employee training module was developed to familiarize staff with the expectation that every employee plays a role in customer service, regardless of the job performed.

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

This initiative charges staff to review the scope, structure, and engagement of City boards, committees, and commissions to enhance purpose and value in the policy-making process. In late FY2018, the initiative team administered two surveys to City board and commission members to learn how the demographic composition of committees compared to the community's demographics and to gain an understanding of committee member satisfaction with role clarity, productivity, knowledge, and support. In FY2019, the initiative team will analyze the survey results, research best practices related to the surveyed topics, review Raleigh boards and commissions' current policies and procedures, and present its findings and recommendations in an official report.

OE 3.3 Customer Relationship Management System

Staff conducted internal department surveys and interviews to determine requirements for a potential Customer Relationship Management solution that would facilitate improved customer service delivery and enhanced tracking of residents' requests and subsequent responses and resolution. During FY2018, technology solutions of varied scopes and costs were explored, and the initiative team was provided additional guidance to help narrow its focus. The team will present official recommendations to City Management in FY2019.



Recruit and retain a diverse, high-performing workforce.

OE 4.1 Compensation Philosophy & Structure

Work on implementing the newly-established compensation structure continued in FY2018; most notably, the City's new employee performance evaluation review form and process was implemented. The new process encourages more frequent performance discussions between employees and supervisors by requiring a mid-year review. The new form also focuses on measurable goals and the demonstration of the City's competencies. Human Resources worked closely with the Communications Department to develop a variety of valuable training materials to help guide the implementation of the new process throughout the organization.

OE 4.3 Develop Career Paths & Succession Planning

Now that the City's new compensation structure has been finalized, work will begin to move this initiative forward.

OE 4.4 Develop Recruitment Strategies

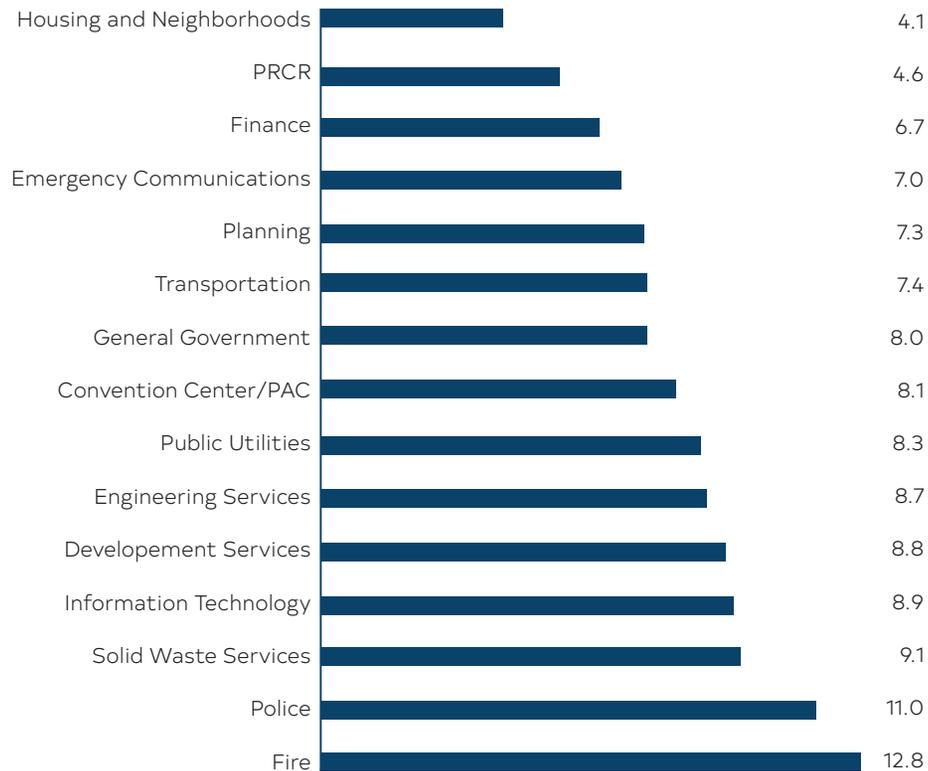
This initiative has been supported with an aggressive community based campaign to brand the City of Raleigh as a desirable employer that values diversity. Community festivals, community centers, local high schools, universities, and major job fairs have been included in our branding and talent acquisition activities. While an activity based program has been part of the initiative, analysis of data such as time to hire, turn-over, applications and hires by gender and ethnicity is being implemented to guide the focus of this initiative. Future reports, focused on data, will include observations, implications, and recommendations.

OE Identify Employee Core Competencies and Expectations

Core competencies and organizational values were developed and a communications plan was implemented. Staff incorporated the competencies and values into various employee training modules. The competencies were also incorporated into the City's new employee performance evaluation form. The initiative was successfully completed and subsequently removed from the Strategic Plan

Recruit and retain a diverse, high-performing workforce.

Average Years of Service¹⁵



OE 4.2 Develop Career Paths and Succession Planning

The initiative team had valuable discussions with key stakeholders to better understand the City of Raleigh's view on the interdependencies between succession planning processes, career path development, and cross-training. The team also conducted extensive research of public and private succession planning models. The research was presented to the Organizational Excellence Core Team which provided feedback on suggested next steps. In FY2019, the initiative team will use its research and guidance from the Core Team to draft a succession planning process framework for the City of Raleigh.

OE 4.3 Recruitment Strategies

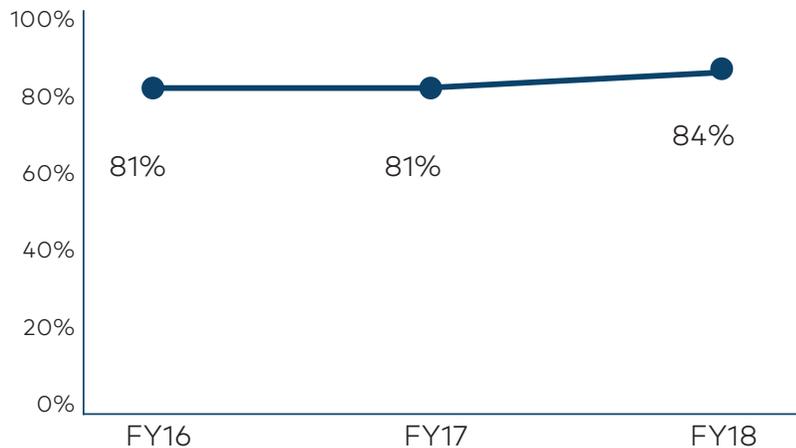
During FY2018, staff focused on using and analyzing data to understand the current state and effectiveness of the City's recruitment strategies. Various metrics such as the average time to fill positions and the percent of new-hires that left within their first year of service were evaluated. These metrics, along with others, will be used to inform the City's recruitment strategies.

Safe, Vibrant & Healthy Community

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



Percent of Fire Responses within 5 Minutes



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

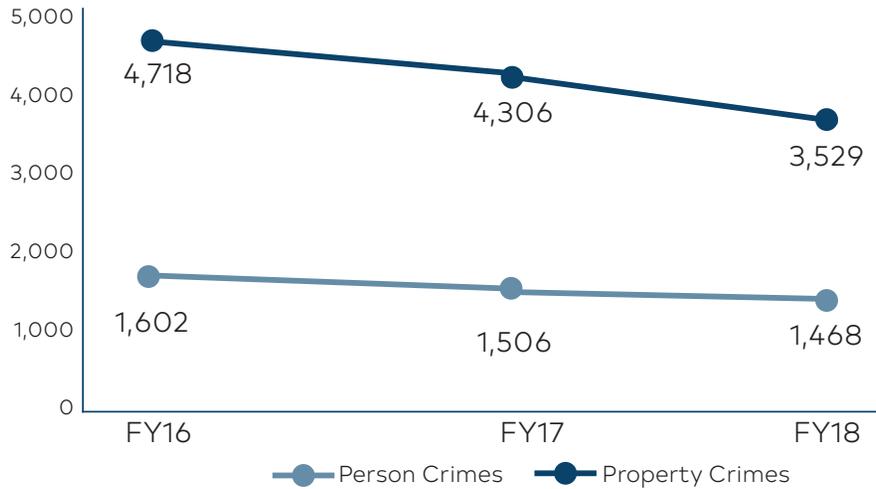
Vibrant & Healthy Community key focus area seek to:

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

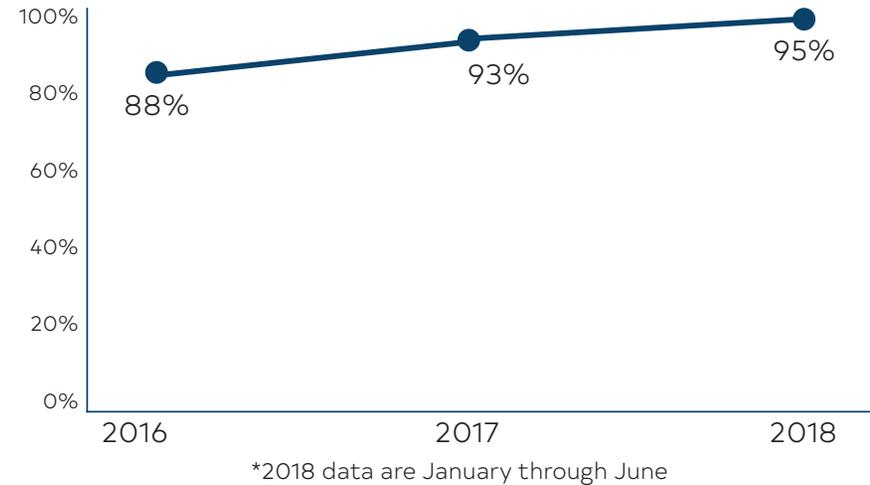
68% Rate the overall cleanliness of Raleigh as "excellent" or "good."

85% Feel "safe" or "very safe" in Raleigh.

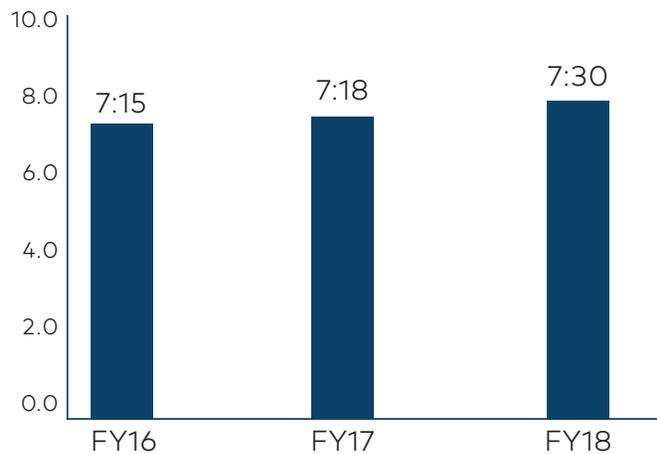
Person and Property Crime (per 100,000¹⁷)



911 Calls Answered within 10 Seconds



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



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

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

SVHC 1.1 Staff Presence – Special Events

As part of an ongoing effort to connect with the community before, during, and after outdoor events, the Office of Emergency Management and Special Events partnered with the Downtown Raleigh Alliance to hold the first ever Special Events Community Engagement Meeting in February. During the meeting, attendees were able to voice their opinions about the types of events they believe are good for downtown and how existing practices might be improved; event organizers were provided feedback on ways in which they might be able to deliver more positive outcomes for the community; and there were opportunities for one-on-one conversations to resolve specific issues. Additional community meetings of this kind are planned for FY2019.

SVHC 1.2 Apply Crime Prevention through Environmental Design

Environmental factors (e.g., access control, lighting, visibility) and quality of life issues (e.g., orderliness, cleanliness) impact real and perceived safety. By employing Crime Prevention Through Environmental Design (CPTED) principles, the City of Raleigh can address environmental factors and quality of life issues at City facilities and in targeted areas throughout the city in order to positively impact real and perceived safety. The initiative team refined its prioritization of City infrastructure that will undergo CPTED evaluations using the following criteria as guidance: (1) critical infrastructure, (2) large public spaces, (3) proximity to staff and public, and (4) facility grounds. Funding for CPTED certification was included in the FY2019 budget. In the past, only Police staff received CPTED certification and training; however, under the new approach, staff from across the organization will receive training which will allow employees to complement the CPTED training and principles with their professional knowledge of the facilities when conducting evaluations. The Raleigh Police Department provides free CPTED evaluations for the public upon request.

SVHC 1.3 Public Safety Staffing and Facility Needs

To meet the training needs of the Raleigh Police Department, the City is building a new Police Training Facility next to the existing Firearms and Driving Training Centers which will allow the Department to consolidate multiple training functions. The new facility is being built to accommodate the Departments projected training needs through 2040 and meets all the requirements of the various agencies that provide the Raleigh Police Department with accreditation. This new state of the art facility will ensure that Raleigh Police officers receive the training they need to promote a positive level of perceived and real safety within the City of Raleigh. The design phase of this project is nearing completion.

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

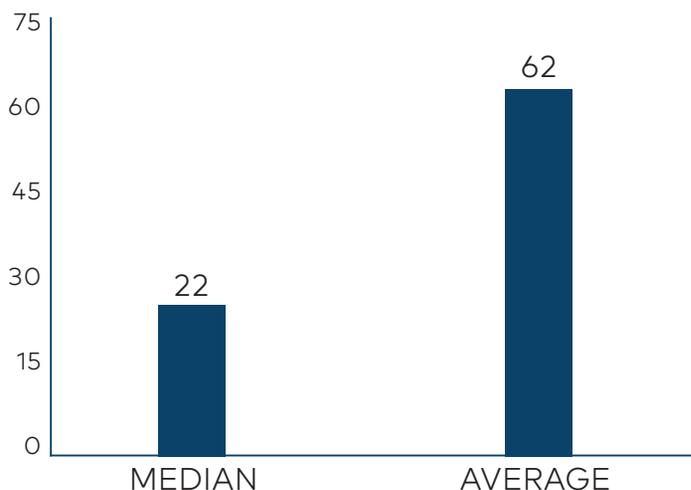
SVHC 2.1 Oak City Center

Progress continues on the development of the Oak City Center, a multi-service center for those who are homeless or at-risk of becoming homeless. Formal groundbreaking for the building occurred in June 2018, with the completion anticipated to be in February 2019. Work continues with the Partnership to End Homelessness, Wake County, Catholic Charities, and service providers on the implementation of a coordinated entry system.

SVHC 2.2 Partnerships for Permanent Housing for At-Risk

For the past two years, the City has been partnering with Alliance Behavioral Healthcare, a managed care organization, to encourage developers to set aside units for supportive housing and Alliance clients. During this time period, the City has helped Alliance secure 49 units that will be prioritized for persons facing mental health issues.

Average and Median Nights Spent in Emergency Shelters



In 2017 in Wake County:

- of those who exited emergency shelters to permanent housing, 35% returned to homelessness within 2 years.
- of those who exited transitional housing to permanent housing, 13% returned to homelessness within 2 years.
- of those who exited rapid rehousing to permanent housing, 3% returned to homelessness within 2 years.

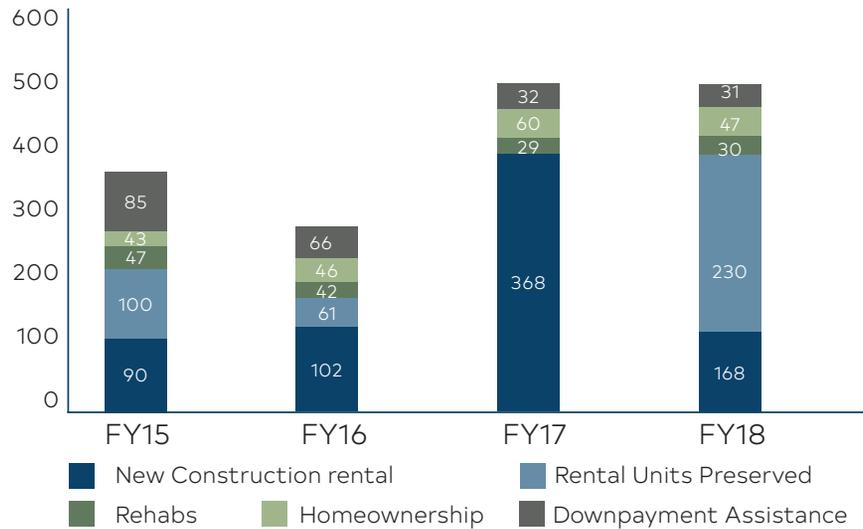
Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

SVHC 2.3 Partnerships for Mixed-Income Housing

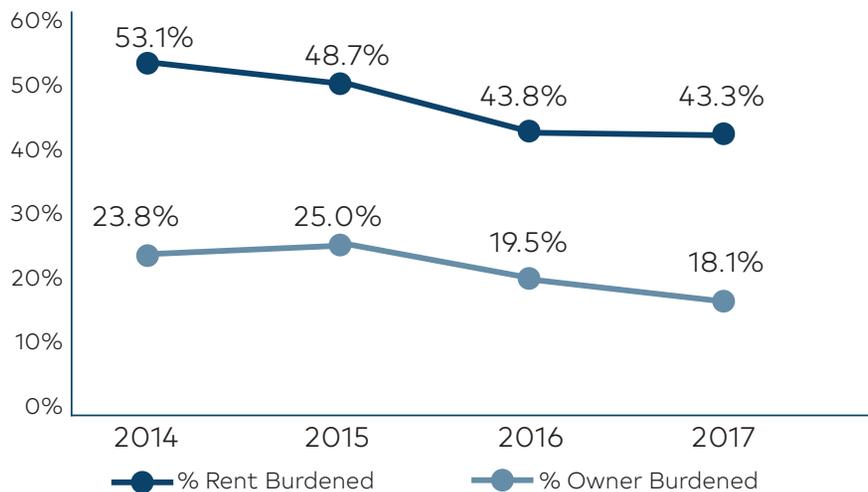
The Housing and Neighborhoods Department currently has three revitalization projects underway: East College Park, Idlewild Phase II, and Martin Haywood. These projects will add 133 single family homes and 51 townhomes. The East College Park construction groundbreaking was held in December 2017. This marked the end of sub-surface construction and the beginning of above ground construction. Staff will continue to monitor the mix of income restricted and non-restricted households to ensure that each builder maintains the 60/40 mixed-income ratio that was adopted in the Neighborhood Revitalization Strategy Area Plan. The Washington Terrace groundbreaking was held in October 2017. Washington Terrace redevelopment includes two affordable apartment communities, The Village at Washington Terrace and Booker Park North at Washington Terrace. The first completed units are expected in late 2018.



Affordable Housing Goal



Cost Burdened⁸



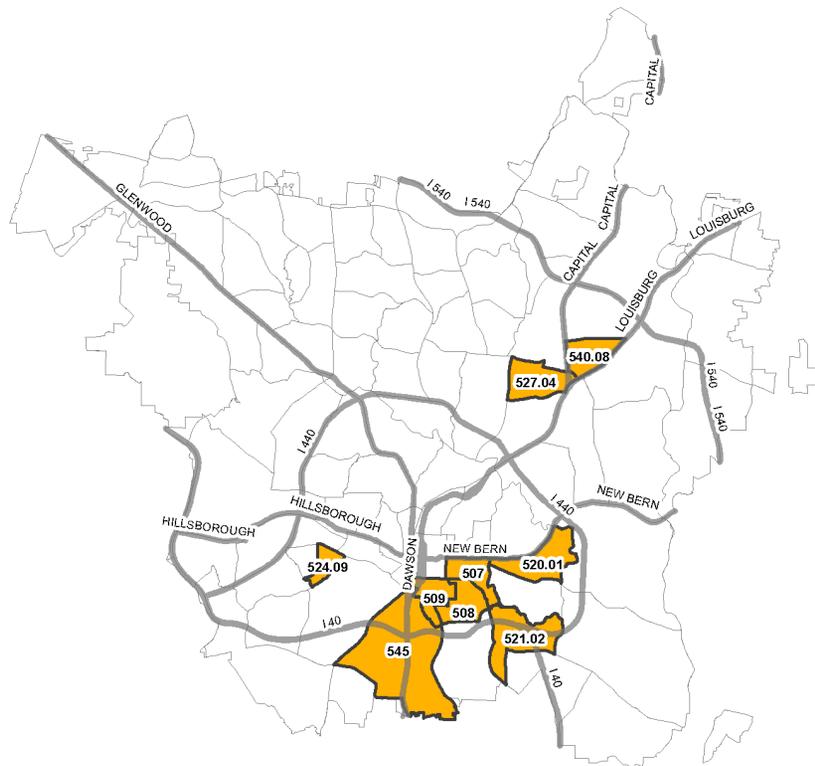
2.4 Implement the Affordable Housing Improvement Plan

The Mayor and City Council approved the Affordable Housing Improvement Plan in 2015 and subsequently approved adding one cent to the property tax rate to support affordable housing in 2016. The first one cent allocation in 2017 was committed to three rental developments that will create or preserve 572 affordable rental units. Two-hundred and thirty (230) of these units were preserved in FY2018 and the remaining 342 units are expected to be placed in service in FY2019. Eight of the nine tax credit applications that were presented to City Council in April 2018 were awarded tax credits. These eight rental developments – which are funded by FY18 penny funds, FY19 penny funds, and bond revenue – will create 1,033 units. Other FY2018 accomplishments, included constructing 18 infill single-family homes, rehabilitating and repairing 30 owner-occupied homes, and providing down payment and closing cost assistance to 31 first-time homebuyers.

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

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

The nine RCAPs are highlighted in the map below.



SVHC 3.1 Prepare Plans for Targeted Areas

Staff continued its work on the Neighborhood Indicators Dashboard, an interactive map that will provide a snapshot of a neighborhood's health by sharing various data points. The dashboard will be one of the many tools that assist staff with identifying targeted investment opportunities. After receiving approval from City Council, the dashboard will be accessible on the City's website. The initiative team developed an engagement plan that will assist in introducing the dashboard to staff and the public.

SVHC 3.2 Acquisition Priorities – Redevelopment Areas

In FY2018, Housing and Neighborhoods provided funds that enabled Passage Home to complete its ownership of the Brown Birch Apartments. Staff also began focusing on the five-and-a-half-acre City-owned assemblage south of Brown Birch on both sides of Sawyer Road. A Request for Proposals was issued in spring 2018 to offer the land to an affordable apartment developer for the Sawyer Road property. City Council approved the recommended developer who plans to submit to the North Carolina Housing Finance Agency for tax credits and other financing in 2019."

SVHC 3.3 Strengthen Community Outreach, Engagement, and Communication

The initiative team researched engagement practices used by communities that earned recognition from the International City and County Management Association. The various engagement practices have been compiled into a benchmarking report that will be expanded to include how the City compares to the leading best practices. One of this initiative's deliverables will be a community engagement guidebook that provides departments with recommendations for engaging with the community. Additionally, in FY2018 staff enhanced the promotion and coordination of City of Raleigh volunteer opportunities. Several videos that highlighted Raleigh volunteers were produced and shared with the public. In FY2019, staff will hold a first-of-its-kind Volunteer Fair which will showcase the various ways the community can contribute time, talent, and resources to the City.

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

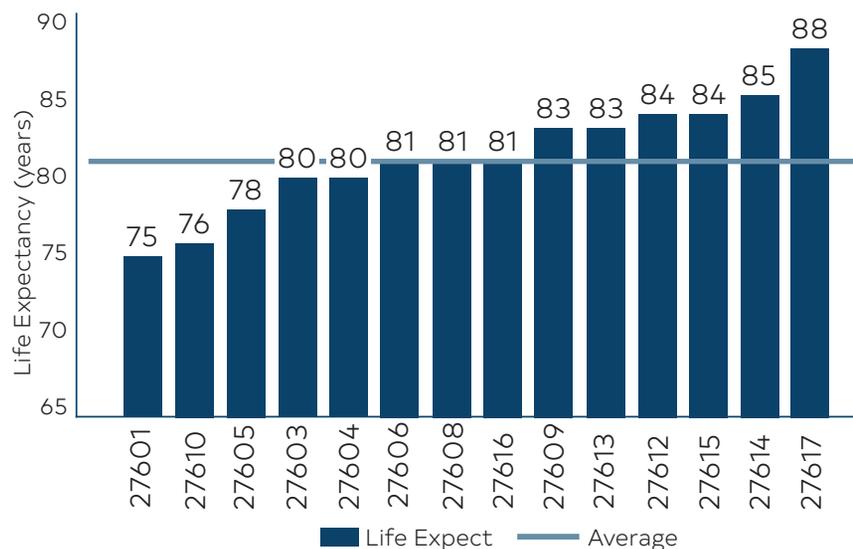
SVHC 4.1 Support Strategies that Advance Healthy Choices

This initiative focuses on supporting efforts that address: substance abuse, aging in place, and food access and security. During FY2018, the initiative team engaged Wake County on ways the City could support its Action Plan for Aging Adults and Adults with Disabilities. Preliminary plans were developed for hosting a Bus Expo in FY2019 which will help inform seniors about public transportation (Strategy 5.3.2 of the Action Plan). In collaboration with Wake County and the Food Bank of Central and Eastern North Carolina, the initiative team implemented an Intergenerational Community Gardening pilot. The project paired teens with active adults to garden in the Food Bank's community garden and learn about healthy eating and cooking. In addition to supporting the City's Strategic Plan, the project supported Wake County's Food Security Plan which has an action item focused on designing and launching an intergenerational garden and community service program that combines garden education, youth community service, and fresh food access (Action 2.4). In FY2018, the initiative team also began attending the City's Substance Abuse Advisory Commission meetings to learn how the team could support its efforts.

Implement Downtown Cleanliness Enhancements

Team Downtown Raleigh was established and service enhancements have been implemented. An online survey was conducted in FY2018 to better understand the public's perceptions of downtown Raleigh's cleanliness. Survey responses assisted with prioritizing staff efforts and focus by narrowing down specific types of litter and identifying challenging areas and issues. Overall, survey results were positive with 61% of respondents rating downtown Raleigh's cleanliness as being 'much better' or 'somewhat better' than other cities' downtown areas. Efforts to further enhance downtown Raleigh's cleanliness will continue as part of normal business practices; as such, the initiative was removed from the Strategic Plan.

Life Expectancy by Zip Code ²⁰



Fifty-seven (9%) of the 653 projects included in the BikeRaleigh Master Plan have been completed or partially completed

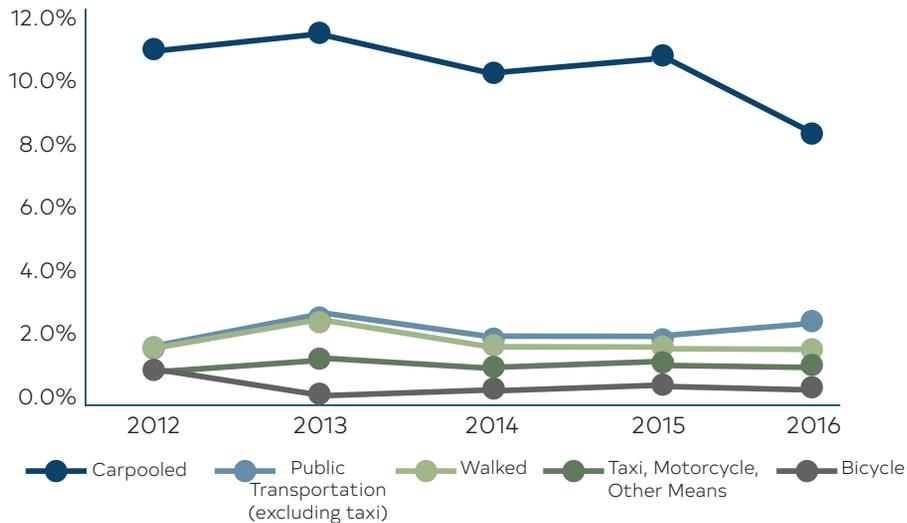


Twenty-four (11%) of the 216 projects included in the Pedestrian Master Plan have been completed

Transportation & Transit

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

Commuters Travel Mode to Work Other than Driving Alone⁸



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

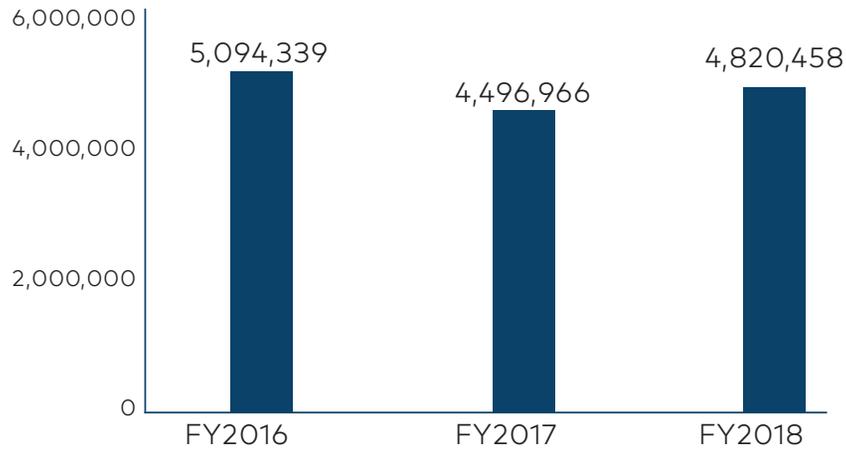
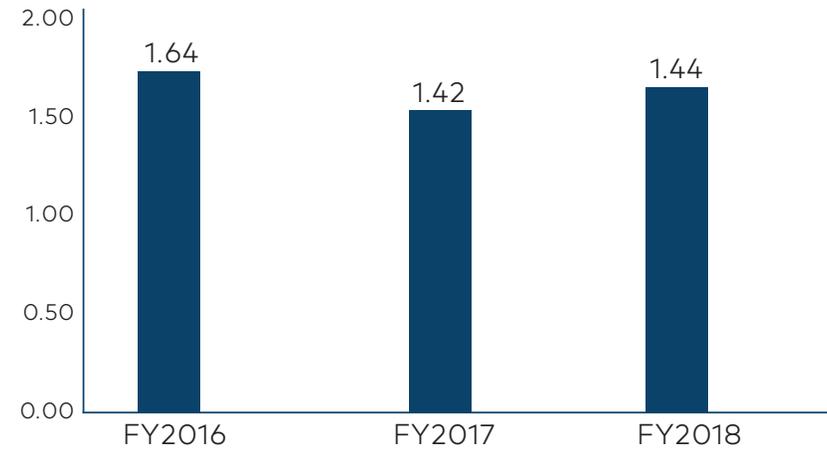
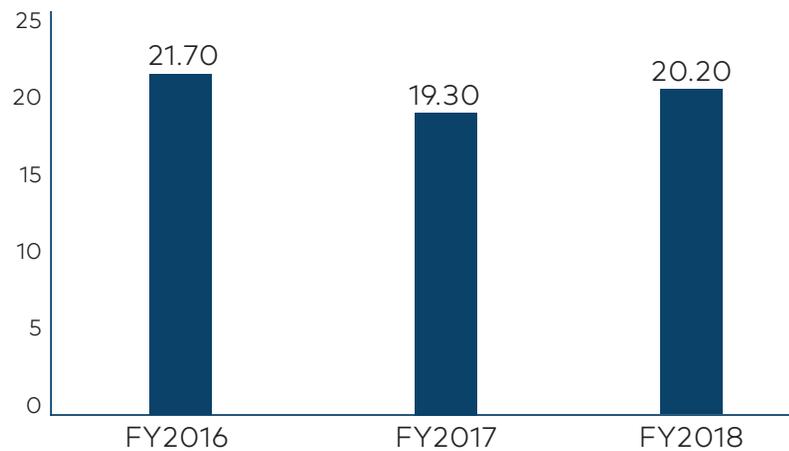
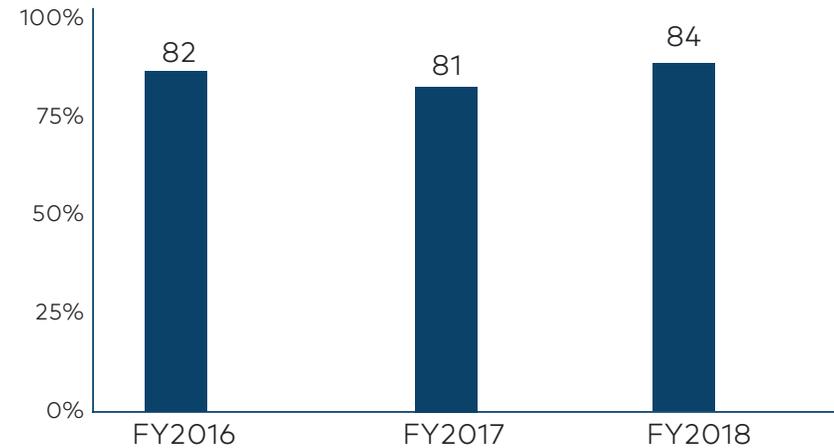
- Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.
- Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.
- Connect the City's transportation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

Transit Users Rating of GoRaleigh²² (percent "good" or "very good")

32% Weekend Service

63% Frequency

64% Ease of Bus Connections

GoRaleigh Ridership**GoRaleigh Passenger per Mile****GoRaleigh Passenger per Hour****GoRaleigh Passenger per Mile**

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

TT 1.1 Review and Evaluate Project Delivery Process

In FY2018, the initiative team compiled and analyzed results from a peer municipality survey which inventoried information on other communities' project delivery processes. Findings from the peer survey served as a launching pad for fruitful cross-departmental conversations about the past, current, and potential state of Raleigh's processes and practices. During FY2019, staff will explore implementing practices used by peers. Additionally, staff procured project management software that will be leveraged cross-departmentally and will assist with communicating project status and progress both internally and publicly.

TT 1.3 Data-driven Transportation Investments

This initiative challenges staff to review regional data, growth projections, and area planning to reflect data in investments for transportation capital projects. From Envision Tomorrow, 2045 Metro Plan, to the Regional Transportation Model (TRM), the use of data is inherently embedded in the planning processes that directly influence transportation capital investments. For FY2019, the team will focus on improving the accessibility of the data included in the various plans and communicating how the plans converge to impact planning and investments. Specific efforts will include engaging the Capital Area Metropolitan Planning Organization (CAMPO) about providing data on the Open Data portal and within ArcGIS, and working with the City's Communications Department to create materials that provide a high-level overview of how the various plans and processes influence both Raleigh and regional transportation planning and investment decisions.



1,097.1 mi of streets

The City of Raleigh maintains 1,097 miles of streets. The City intends to contract with a third-party vendor to conduct a sidewalk/street inventory and pavement condition assessment. This will allow for more objective and accurate inspection data, as well as, provide a variety of other data points related to City assets.

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

TT 2.1 Strengthen Transportation Connections between Modes

The construction of Raleigh Union Station, a multimodal facility positioned in downtown Raleigh's Warehouse District, was completed in late FY2018. Raleigh Union Station not only serves Amtrak passengers, but also acts as a multi-model transit center connecting riders to other forms of transit.

The project reused an industrial building that had been vacant since 2005. The building provides 9,200 square feet of passenger areas, more than five times the space of the former station. The new 920 foot-long center island platform offers level boarding, and is fully ADA compliant. This is the first high-level platform in North Carolina.

In short, Raleigh Union Station advances efforts to support the expansion of mass transit options in North Carolina's central region.

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

The Transit User Survey will be administered in fall 2018. Survey results will be analyzed to better understand user experiences. The Community Survey, which will also be administered in FY2019, will provide an opportunity to gauge whether the perceptions of the community at large have changed since the 2016 survey.

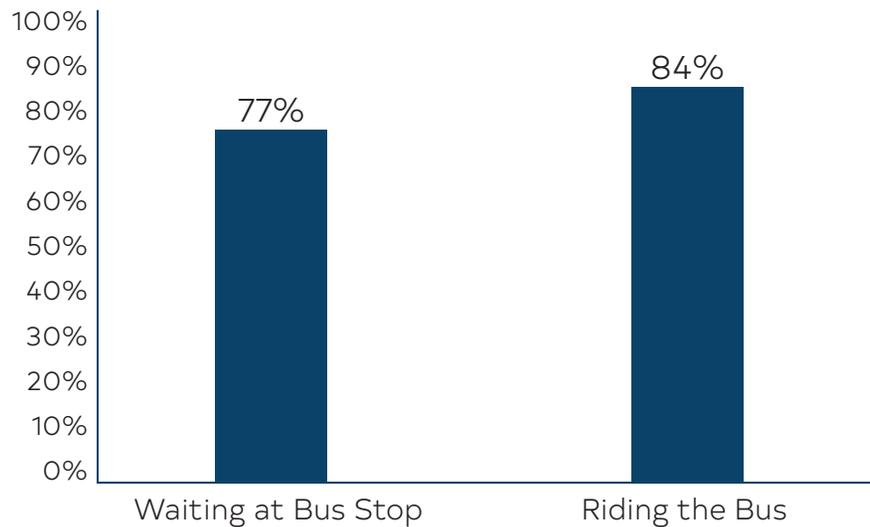
34%

Percent rate the city's transit network as being able to serve those with disabilities

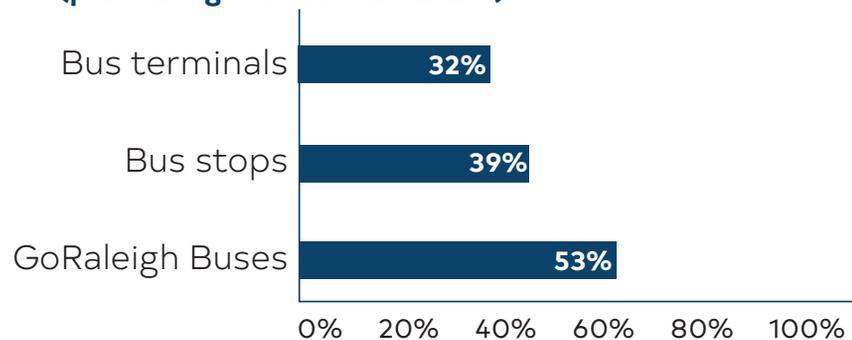
12%

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

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



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



TT 2.3 Develop Maintenance and Improvement Plans

TT 3.2 Implement 2016 Transit Referendum Infrastructure and Service Expansions

Several Wake Transit Plan service expansions went into effect in FY2018, including providing hourly Sunday service on all GoRaleigh routes, adding 15-minute service day routes on Route 7 South Saunders, and \$1.14 million for funding the for the construction and implementation of the Poole Road park-and-ride facility.

The FY2019 Wake Transit Work Plan, which included public participation, was adopted. Total Wake Transit Plan revenues for FY2019 are estimated at more than \$100 million County-wide. GoRaleigh was allocated an estimated \$8.4 million for implementation and continuation of new services. FY2019 GoRaleigh highlights include \$230,000 for the new Youth GoPass program, funding for four new employees to assist in planning and implementation of the Wake Transit Plan, and \$250,000 for marketing.

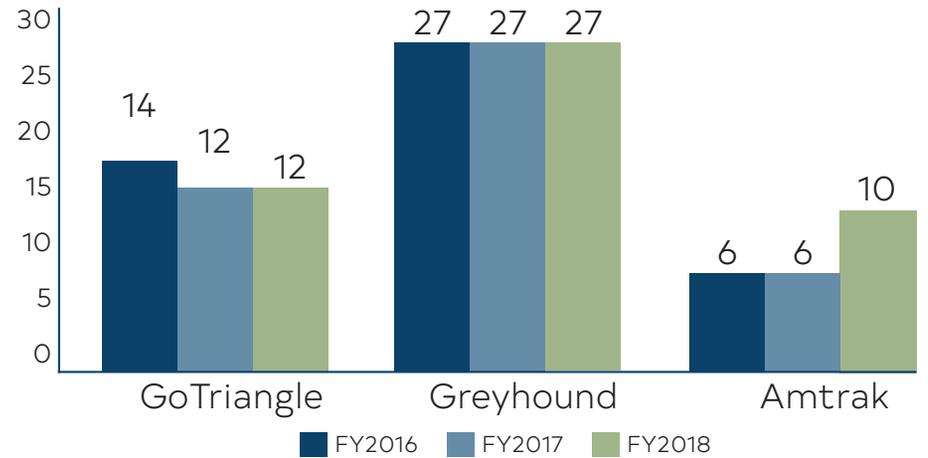
Connect the City's transportation network to the region through partnerships.

TT 3.1 Transportation Relationships & Partnerships

In FY2018, City staff actively participated in the Transportation and Planning Advisory Committee (TPAC). Participating in TPAC allows City staff to build relationships and share information with representatives from other jurisdictions.

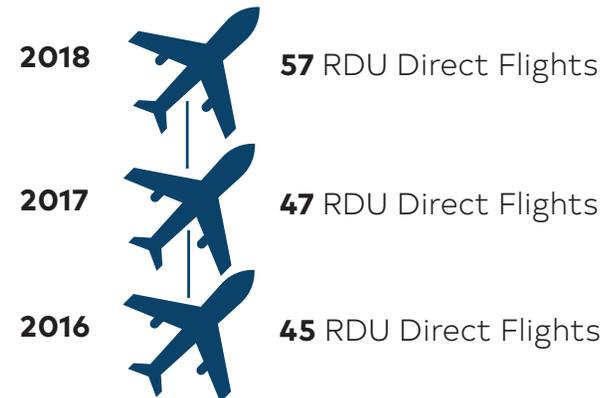
During FY2019, the initiative team will partner with the Communications Department to develop graphics that effectively communicate how the various governance structures (TPAC, RTA, CAMPO) influence transportation planning and decision-making.

GoRaleigh Regional Connections by Mode



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

RDU Direct Flights



Establish Raleigh as the leader in transportation innovation.

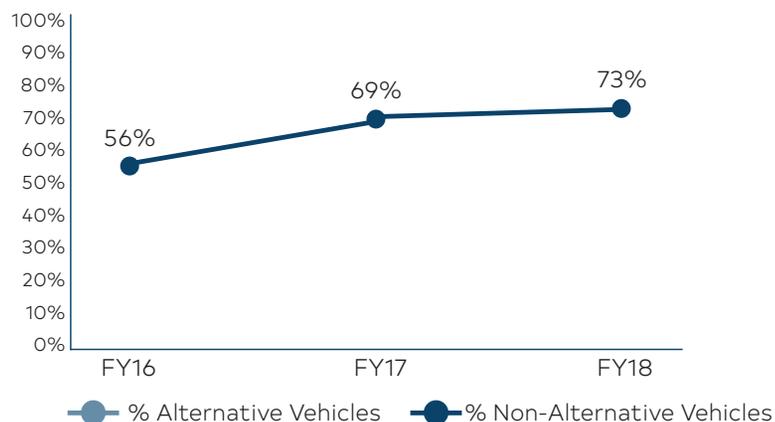
TT 4.1 Alternative Fuel Technologies

The City continued efforts to transform our fleet into a more fuel efficient and cleaner system during FY2018. Highlights include ordering 17 compressed natural gas (CNG) buses and applying for a Low or No Emission grant to purchase five electric GoRaleigh buses. The design of the CNG fueling station and required facility upgrades were completed. Construction of the CNG fueling facility is expected to be completed in FY2019. The City of Raleigh earned a 2018 Green Fleet™ Award. Raleigh's fleet was ranked 37th among the recognized fleet; other large North Carolina cities earning the national award were Durham (40th) and Charlotte (47th).

TT 4.2 Initiate Speakers Series for Innovative Topics

In FY2018, the initiative team launched the "Connect Raleigh" lecture series which features nationally recognized speakers who engage the community and City staff in dialogue about issues and topics related to Raleigh being one of the best places to live, work, and play. The kick-off lecture was hosted in collaboration with Innovate Raleigh and the Downtown Raleigh Alliance. The lecture featured Peter Kageyama, an acclaimed community development consultant and author of "For the Love of Cities" and "Love Your City." The second lecture was hosted in collaboration with the Greater Raleigh Chamber of Commerce and the Wake Tech Small Business Center and served as Raleigh's kick-off to National Small Business Week. The guest speaker Jason Mayden, a former Nike executive who started his own small athletic apparel company, was followed by a local panel of small business owners who offered advice and lessons learned to attendees. City Council approved increased funding in its FY2019 adopted budget to support the speakers' series.

Alternative Vehicles in City Fleet²²



Data Endnotes

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

1. Community Survey data: shared throughout the report. The community-wide random sampled survey was conducted by the ETC Institute from November through December 2016. Percentages exclude "don't know" responses. The national average represents average as calculated by ETC Institute.
2. The City's official Strategic Plan booklet can be accessed at: strategicplan.raleighnc.gov or by calling the City's Budget and Management Services Department at 919-996-4270.
3. Creative Vitality Index: calculated by WESTAF Creative Vitality Suite.
4. Arts and Culture Economic Impact: this is the latest available data calculated by the Americans for the Arts, Arts and Economic Prosperity IV.
5. Hotel Supply and Demand: Data source is Greater Raleigh Convention and Visitors Bureau.
6. Wake County Visitors: data source is Greater Raleigh Convention and Visitors Bureau.
7. Historic Sites and Landmarks: Numbers include sites and structures that are protected through the Certificate of Appropriateness (COA) process; thus, new buildings within historic districts are included in these numbers because regulating the non-historic buildings assist in protecting the character of the historic district as a whole.
8. Data Source: US Census Bureau American Community Survey 1-year estimates. Median Household Income: ACS asks respondents to provide their income for the last 12 months and data are collected every month of the year, as such adjacent years will have some reference months in common. All dollars are inflation adjusted to the most recent year as shown in ACS table CPO3.
9. Unemployment Rate: 2018 data represent average from January through June 2018. Numbers are seasonally unadjusted. Source is North Carolina Department of Commerce Labor & Economic Analysis Division.
10. Incubator/Co-work Space: data self-reported by incubators and co-work spaces.
11. Startups/Small Business Interactions: startups/small business defined as businesses with less than 49 employees.
12. Economic Development Toolkit: visit www.raleigh4u.com to learn more about the various incentives included in the toolkit.

Data Endnotes

13. Air Quality Index: data source is US Environmental Protection Agency AirData for Core Based Statistical Area. 2018 covers January 1 through June 30. The EPA notes the annual statistics for 2018 are not final until May 1, 2019.
14. Financial Transactions Payment Method: electronic refers to an automated payment method.
15. Average Years of Service: calculated for full-time employees only.
16. Recycling and Waste Data: waste data reflect single-family residences only. Recycling data reflect both single-family and multi-family residences.
17. Person and Property Crimes per 100,000 adhere to National Incident-Based Reporting System (NIBRS) definition of person and property crimes. Population estimates are from the American Community Survey 1-year estimates as of July 1 of the referenced fiscal year.
18. Average Response Time to Priority 0 Calls: Priority 0 calls include—Fight, Fight with Weapons; Shots into Building, Residence, Vehicle; Subject Shot; Homicide; Domestic Disturbance with Weapons; Officer Down; Subject with a Gun; Disturbance with Weapons; Crash – Aircraft; Crash – Boat; Crash – Fatality; Crash – Injury/Pinned In; Crash – Train/Injury; Armed Robbery; Attempted Armed Robbery; Rape; Mental Commitment/Violent; Robbery Alarm; Assault by Pointing (a Firearm); Active Shooter; Breaking and Entering (Non-Residence); Breaking and Entering (Residence); Breaking and Entering (Vehicle); Bomb Threat; Vehicle/Foot Chase; Check In with Police; Car-Jacking; Drowning; Home Invasion (In progress or Earlier); Hostage; Kidnapping; Missing Person Endangered; Panic Alarm; Weapons of Mass Destruction; Stabbing; Strong Arm Robbery.
19. Racially Concentrated Areas of Poverty (RCAP): RCAPs are defined as a Census Tract that exhibits both of these characteristics according to Census data: (1) more than 30% of residents live below poverty level and (2) more than 50% of households are non-white.
20. Life Expectancy by Zip Code: calculated by the Virginia Commonwealth University Center on Society and Health. The study was unable to calculate life expectancies for the following zip codes due to insufficient data: 27517, 27607, 27695, and 27709.
21. GoRaleigh Transit Survey: 2015 survey of transit users.
22. Alternative Vehicles in City Fleet: alternative vehicle is defined as vehicles with license plates, not equipment, that use Biodiesel, E85, Propane, Compressed Natural Gas, or Electricity. Does not include hybrids. Excludes GoRaleigh and Fire Department's Fleet.

Strategic Plan Objectives and Initiatives

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

Arts and Cultural Resources

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

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

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

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

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

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

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

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

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

Economic Development and Innovation

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

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

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

Initiative 1.2: Convene a regional forum of educational organizations to build strategies for providing programs and degrees to meet workforce needs.

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

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

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

Initiative 2.2: Host regular forums with the business community to promote collaboration on economic development themes.

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

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

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

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

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

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

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

Initiative 4.1: Create partnerships and identify best practices that assist small, start-up, and minority-owned business development and education.

Initiative 4.2: Host regular forums with the business community to promote collaboration on economic development themes.

Growth and Natural Resources

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

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

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

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

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

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

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

Initiative 3.1: Implement the climate energy action plan including the anaerobic digestion processes at the wastewater treatment plant, the renewable energy plan, and the fuel and fleet transformation recommendations.

Initiative 3.2: Evaluate all planned public infrastructure projects through a matrix and cross-departmental planning team designed to identify sustainability and resiliency along with interdepartmental, cross-agency, and regional partnership opportunities.

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

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

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

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

Initiative 4.2: Align the Capital Improvement Program to support existing growth and to catalyze investment in targeted areas.

Initiative 4.3: Evaluate funding strategies for implementation and maintenance of streetscape, pedestrian, and neighborhood enhancement projects.

Initiative 4.4: Adopt and implement a Complete Streets policy.

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

Organizational Excellence

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

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

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

Initiative 1.2: Develop and implement stakeholder satisfaction surveys that have a visible and direct impact on decision making and service delivery.

Initiative 1.3: Develop and implement a comprehensive communications policy and plan to effectively tell the City of Raleigh's story.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Safe, Vibrant and Healthy Community

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Transportation and Transit

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

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

Initiative 1.1: Review and evaluate project delivery process.

Initiative 1.2: Develop and communicate the City's vision for transit, transportation, and land use to include guidelines and standards for transit supportive development.

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

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

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

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

Initiative 2.3: Develop a three-to-five-year plan for maintenance and improvements coordinated with available funding sources.

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

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

Initiative 3.2: Expand transit service and complete infrastructure projects approved in the 2016 Transit Referendum.

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

Initiative 4.1: Examine and plan for alternative fuel technologies for transit services.

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



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