Solid Foundation for an Intentional Future

In the City of Raleigh, 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 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.

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 receives annual revisions to maintain its relevancy. Each fiscal year, City staff submits a performance report to City Council, and ultimately the public, to document our progress on addressing the Strategic Plan (follow our progress at strategicplan.raleighnc.gov).

This Strategic Plan provides a solid foundation on which we will continue to build an intentional and prosperous future for the city of Raleigh.

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.
Contents

Strategy & Performance Framework 1
Implementing The Strategic Plan 2
Key Focus Areas 3
Arts & Cultural Resources 4
Economic Development & Innovation 5
Growth & Natural Resources 7
Organizational Excellence 9
Safe, Vibrant & Healthy Community 11
Transportation & Transit 13
Strategy & Performance Framework
Strategically Aligned Performance

**ENVISION & PLAN: CONTEXT**
What does our community or organization currently look like?
What do we want to look like?
What is happening in our environment?

- Mission & vision
- Organizational values
- Environmental scans (SWOT, PESTLE)

**ENVISION & PLAN: FOCUS**
What new results or conditions would we like to see?
What strategies and actions will most likely help us achieve our desired results?
How will we know if we are successful or unsuccessful?

- City of Raleigh Strategic Plan
- Departmental business plans
- Employee performance goals

**ENVISION & PLAN: RESOURCES**
What funding, staff, and resources do we have or might we get to achieve our goals?
How will we allocate those resources we have toward our priorities?

- City of Raleigh operating and capital budgets
- Grants
- Departmental resource realignments

**ENACT**
Partner with stakeholders to implement outlined initiatives and collect data for identified performance measures.

**EVALUATE**
Are we making noticeable positive impact?
Did we achieve our objectives? If not, what do we need to improve?
How can we maximize our impact, effectiveness, and/or efficiency?

- Surveys (e.g., Community Survey)
- Data analysis
- Program evaluations
- Continuous improvement

**ENGAGE**
How will we encourage accountability and constructive discussions about performance?
How will we keep City Council and the public informed about our performance?
How will we equip City employees with the skills needed to remain a strategically aligned organization?

- CORStat (City of Raleigh Statistics)
- Core Teams
- Performance and Evaluation reports
- Strategic Planning & Performance Analytics Academy
Implementing the Strategic Plan

CORStat
As part of the City's performance management efforts, in 2016 CORStat (City of Raleigh Statistics) was developed to assist with ensuring appropriate progress was being made on addressing the City's Strategic Plan goals. Modeled after leading Stat programs, each of the six Key Focus Areas included in the City's Strategic Plan hosts semiannual CORStat meetings which seek to:

• Provide a forum for discussing initiative teams’ progress on addressing initiatives within the Plan
• Provide structure for discussing citywide performance measures used in the City's strategic planning efforts
• Provide a platform for cross-departmental problem solving and information sharing

THE ACADEMY
The Strategic Planning and Performance Analytics Academy, known internally as The Academy, was launched to provide specific trainings that support the City’s ability to meet its strategy and performance management goals. The Academy leverages both internal and external resources to provide training to employees. Previous training topics include:

• Logic Models: Building a Roadmap for Your Work
• Selecting Meaningful and Useful Performance Measures
• Data Integrity
• Survey Design and Analysis
• Data Visualization
• Basic Principles of Lean Six Sigma
ARTS & 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.

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.

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.

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

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.

TRANSPORTATION & 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: 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 implement the master 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, parks, and community centers of Raleigh.
- Initiative 2.5: Cultivate projects and partnerships that foster collaboration between the creative community, arts and cultural organizations, and local tech companies.

MEASURING PROGRESS:

- Economic impact as reported in the Arts and Economic Prosperity Report
- Raleigh’s creative vitality index score
- Number of visitors to Wake County
- Raleigh hotel room nights
- Percent of eligible historic districts that are locally and/or nationally designated
- Percent of eligible historic properties that are locally and/or nationally designated
- Number of events (by fee type) and attendees at the Performing Arts Center
- Number of events and attendees at the Red Hat Amphitheater
- Number of events and attendees at the Raleigh Convention Center
- Community Survey Rating(s):
  - Variety of arts and cultural programs offered in Raleigh
  - Affordability and availability of arts and cultural programs in Raleigh

City Council does not formally adopt performance measures. As part of ongoing evaluation, staff may revise measures as appropriate.
Objective 1: Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

- Initiative 1.1: Promote and use the Regional Workforce Skills Analysis results in discussions with industry, workforce development, and economic development partners to identify and develop specific strategies and initiatives for each industry sector.
- Initiative 1.2: Support educational organizations, industry, workforce development, and economic development partners in hosting regional forums to build strategies for providing programs and degrees to meet workforce needs.
- Initiative 1.3: Continue to partner with non-profits on workforce development issues.

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

- Initiative 2.1: Create partnerships and identify best practices that assist small, start-up, and minority-owned business development and education.
- Initiative 2.2: Partner with the business community to host forums promoting equitable economic development and collaboration on economic development.
- Initiative 2.3: Pursue joint business ventures with the private sector, State of North Carolina, and local universities that encourage and implement creative projects that add jobs and investment in our community.
- Initiative 2.4: Identify opportunities to strengthen and promote the City of Raleigh’s Minority and Women-owned Business Enterprise (MWBE) Program.

MEASURING PROGRESS:

- Total taxable valuation of real property
- Permitted non-residential project construction value in economic development targeted areas
- Median household income (for those with wage earnings)
- Percent of Raleigh population living below poverty level
- Poverty rate by educational attainment
- Unemployment rate
- Unemployment by educational attainment
- Number of startups reached by the City of Raleigh’s Office of Economic Development and Innovation
- Square footage of incubator/co-work spaces located in Raleigh

Community Survey Rating(s):
- Satisfaction with the local economy
Objective 3: Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.

- Initiative 3.1: Evaluate the economic development tool kit policies and programs’ effectiveness at supporting business recruitment, development, and retention; propose revisions as appropriate.
- Initiative 3.2: Continue to refine, revise, and improve the development review and permitting process.
- Initiative 3.3: Develop a policy for strategic property disposition and acquisition.

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

- Initiative 4.1: Develop downtown parking strategies to adequately support economic development.
- Initiative 4.2: Develop strategies to close the digital divide within our community by connecting underserved communities to affordable internet service through partnerships with private sector and nonprofit internet service providers.

MEASURING PROGRESS:

- Number of jobs created through economic development toolkit program
- Average annual salary of jobs created through economic development toolkit program
- Square feet of vacant non-residential space in Raleigh

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

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

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

- Initiative 2.1: Add amenities to greenway trails to increase and improve user experience.
- Initiative 2.2: Expand green space in Raleigh by creating an open-space plan including criteria for land acquisition and pursuing non-City funding for land preservation.

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

- Initiative 3.3: Build on recommendations of the Green Infrastructure Task Force, including an inventory of green infrastructure and the establishment of a green-infrastructure policy for City projects and facilities.
- Initiative 3.4: Implement strategies for city-wide waste reduction.
- Initiative 3.5: Develop the Community-wide Climate Action Plan (CCAP), including establishing a greenhouse gas emission reduction goal and identifying strategies to achieve emission reductions including evaluating a renewable energy goal.

MEASURING PROGRESS:

- Raleigh waste generated per household
- Raleigh diversion rate
- Water consumption per capita
- Number of consecutive years of 100% Compliance with EPA Safe Drinking Water Act
- Number of consecutive years of 100% Compliance with Wastewater Treatment Clean Water Act
- Percent of pipes replaced/rehabbed within the utility system
- Acres of publicly accessible open space
- Percent of population within half-mile distance of a greenway or park trail
- Number of impaired/threatened/TMDL stream miles
- Percentage of good air quality days
- Community Survey Rating(s):
  - Quality of new development in Raleigh
  - Cleanliness of the City’s greenways
  - City of Raleigh environmental stewardship efforts
Objective 4: Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

- Initiative 4.1: Develop criteria and methods for identifying and prioritizing neighborhoods that would benefit from area planning.
- Initiative 4.4: Adopt and implement a Complete Streets policy.
- Initiative 4.5: Identify capacity, regulations, and resources that are needed to improve the quality and character of infill development, to include studying existing deficiencies and identifying enhanced code standards and review procedures that may address deficiencies.
- Initiative 4.6: Align the Capital Improvement Program to support and identify funding strategies for the implementation and maintenance of streetscape, pedestrian, and neighborhood enhancement projects.

MEASURING PROGRESS:

- Number of unsafe or unfit structures
Objective 1: Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

- Initiative 1.1: Develop and adopt a performance management philosophy that encourages innovation by: promoting continuous improvement, allowing evaluation of our financial condition, human capital and policies and processes, aligning with community goals and priorities, and identifying and implementing pilot projects.
- Initiative 1.4: Ensure the organization’s ability to provide services during times of severe stress through a review of business continuity plans and resiliency principles.
- Initiative 1.5: Establish a governance structure for maintaining organizational policies and procedures.
- Initiative 1.6: Review the Sustainability Tools for Assessing and Rating (STAR) feedback to identify gaps and opportunities for community improvement.

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

- Initiative 2.1: Increase accessibility of documents and records to internal and external customers.
- Initiative 2.2: Complete construction and connection of City institutional fiber to the City’s 41 priority sites and evaluate future new facilities for appropriate investments.
- Initiative 2.3: Plan a centralized campus that provides easy access to staff and citizens and promotes effective collaboration.

MEASURING PROGRESS:

- General obligation bond rating
- General Fund adopted budget per capita
- Percent of employees trained in a continuous improvement methodology
- Online financial transactions as a % of total financial transactions
- Community Survey Rating(s):
  - Overall quality of City services
  - Overall direction that the City of Raleigh is taking
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.

MEASURING PROGRESS:
- Employee turnover rate
- Average time to hire
- City staff demographics
- Community Survey Rating(s):
  - Quality of customer service provided by City employees
  - Ability to access information about the City
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.

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.

MEASURING PROGRESS:

- Percentage of Emergency Communications Center calls answered within 10 seconds
- Property crime rate per 100,000 population
- Person crime rate per 100,000 population
- Average time from dispatch to arrival for Priority 0/Top Priority Police Calls
- Percent of Fire Department responses in which first arriving unit arrives at the incident in less than four minutes
- Percent of renters who are cost burdened, spending 30% or more of their monthly income on rent
- Number of census tracts determined to be Racially Concentrated Areas of Poverty (RCAPs)
- Affordable housing goal, number of:
  - Rental units created/preserved
  - Homeowner units created/preserved
  - Down payment assistance
  - Home rehabilitations performed
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.

MEASURING PROGRESS:

➲ Life expectancy
➲ Number of City-owned vacant residential parcels converted to affordable housing units
➲ Community Survey Rating(s):
  ➡ Perception of safety in Raleigh
  ➡ Overall cleanliness of Raleigh
  ➡ Neighborhood’s ability to support a healthy and active lifestyle
Objective 1: Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.

- Initiative 1.1: Review and evaluate project delivery process.
- Initiative 1.2: Identify and develop policy, financial strategies and investment opportunities for affordable housing, economic development, and land use efforts that will maximize the effectiveness of the Wake County Transit plan investments and the benefit to the areas in which infrastructure investments will be made, to include appropriate community engagement and outreach.
- Initiative 1.3: Review regional data, growth projections, development potential and area planning and reflect data in investments in transportation capital projects.

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

- Initiative 2.1: Identify and implement projects that strengthen connections between modes.
- Initiative 2.2: Evaluate usage data and public feedback to modify and improve the transportation experience with emphasis on bus cleanliness, safety, amenities, and on-time service.
- Initiative 2.4: Make investments to position select greenway trails as transportation options.

MEASURING PROGRESS:

- Number of RDU direct flights
- Percent of commuters using a travel mode to work other than a personal vehicle
- Percent of fuel used in fleet that is alternative fuel
- Percent of projects identified in the BikeRaleigh master plan that have been implemented
- Percent of projects identified in the pedestrian master plan that have been implemented
- Transit Survey Ratings:
  - Overall transit network
  - Perception of safety waiting at bus stop
  - Perception of safety riding the bus
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, to include transit supportive multi-modal infrastructure included in the 2017 Transportation Bond.

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

- Initiative 4.1: Continue to implement the fuel and fleet transformation recommendations and the implementation of the anaerobic digester at the Neuse River Resource Recovery facility, which includes municipal climate action co-benefits of (a) offsetting the City’s greenhouse gas emissions by reusing biogas produced by the anaerobic digester to fuel GoRaleigh buses and other vehicles and (b) producing a lower volume of biosolids that require hauling away, and examine opportunities for additional greenhouse gas reduction strategies associated with the City fleet and equipment.
- Initiative 4.2: Initiate a speakers’ series with national experts to educate the organization and community on strategic and innovative topics.

MEASURING PROGRESS:

- Number of regional connections to other systems, by mode
- Number of City transit system users from outside Raleigh
- GoRaleigh:
  - Ridership
  - Passengers per Hour
  - Passengers per Mile
  - Revenue Recovery
  - On-Time percentage
- Community Survey Rating(s) of:
  - Appearance of the transportation network
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 this 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.