



Raleigh  
Water

# RECRUITMENT & RETENTION

A PROCESS DRIVEN APPROACH TO  
ATTRACTING AND RETAINING PEOPLE

# OUR TEAM



**JACK  
JOHNSON**

*Senior Analyst,  
Performance &  
Quality Assurance*



**CHARLEY  
LOVELACE**

*Assistant  
Superintendent,  
Water Distribution*



**HALEY  
PAGE**

*Senior Analyst,  
Performance &  
Quality Assurance*

# PLAN-DO-CHECK-ACT CYCLE

## 4. Act

Determine what you need to do moving forward – make modifications to activities as needed.

## 1. Plan

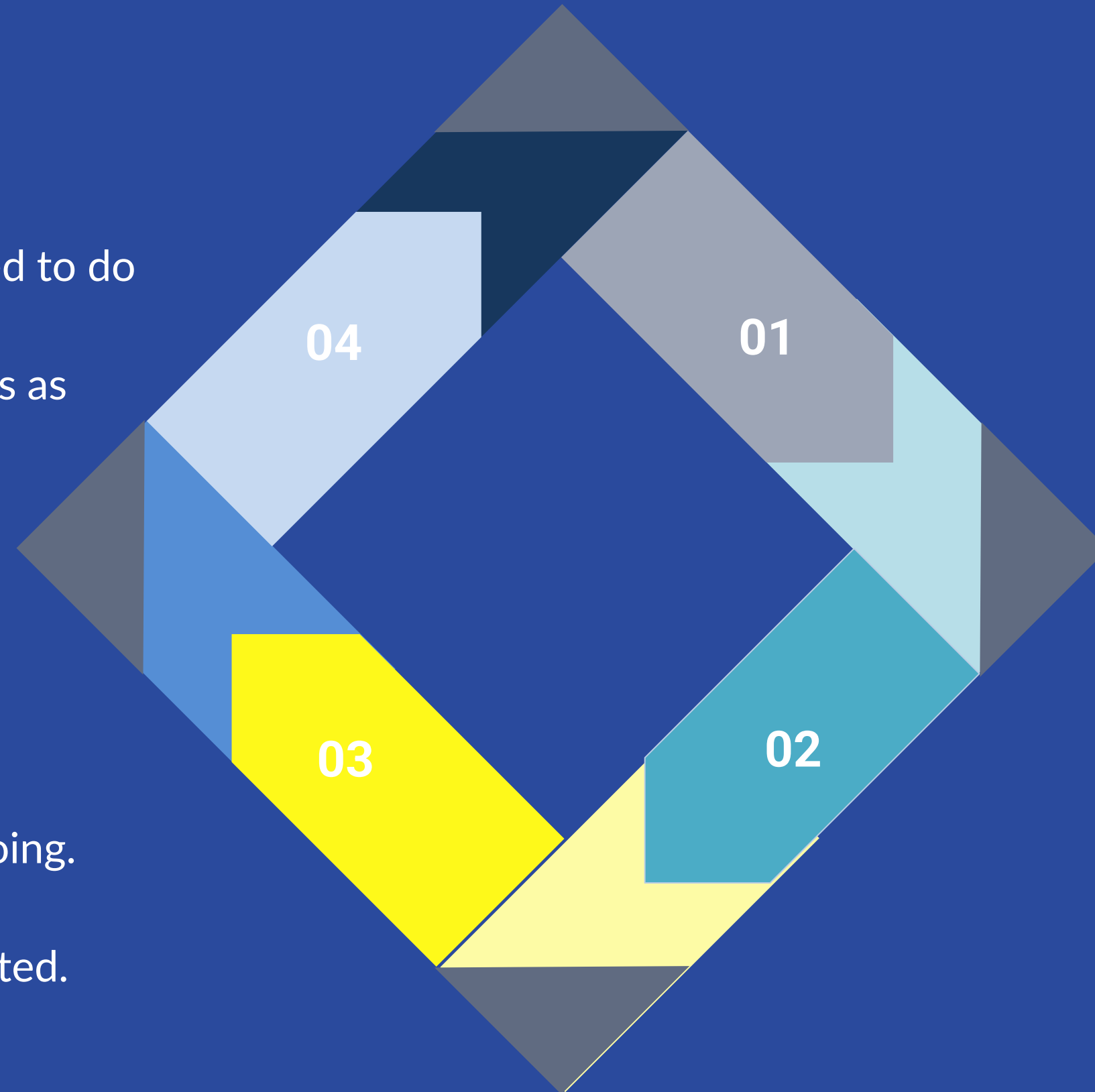
Collect information about what is happening. Define and prioritize what you want to achieve.

## 3. Check

Evaluate how work is going. Compare actual results against what was expected.

## 2. Do

Use resources to implement initiatives, tasks, etc. that are part of your plan.



# DEPARTMENTAL BUSINESS PLAN

- Goal-centric
- Supports collaboration
- Annual adjustments through Right-Sizing
- Rolling three-year outlook

FY  
23-25



Raleigh Water  
Departmental Business Plan



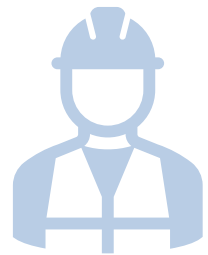
# INTENDED OUTCOMES



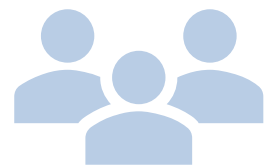
Employee Leadership & Development



Enterprise Resiliency



Infrastructure Strategy & Performance

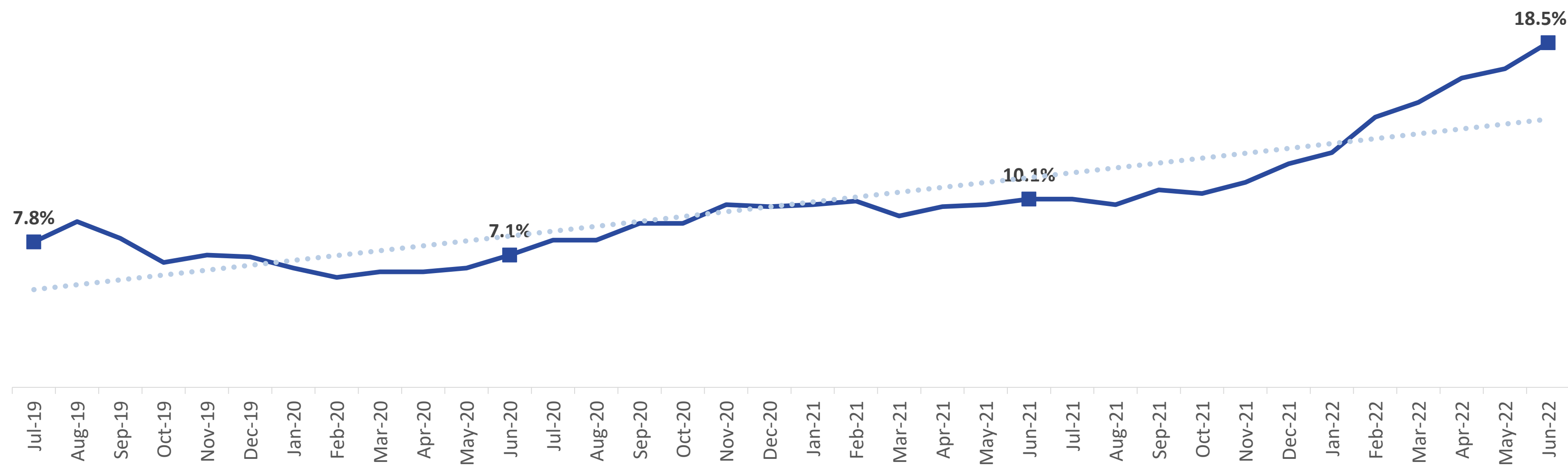


Product Quality



Stakeholder Understanding & Support

# Raleigh Water Historical Vacancy Rate, FY20-22





# Employee Leadership & Development

Initiative 1.1 - Collaborate with the Human Resources department to create a formalized recruitment plan for hard-to-fill and retain positions





# JOB FAIR PREPARATION BASIC INFORMATION

- Team of five and met monthly including an HR business partner
  - Gathered retention data to determine which positions had highest turn-over rate
  - Worked with HR on updating generic job advertisements to be more attractive including adding in transferrable skills
  - Worked with UNC interns that did study on employment post Covid-19 and learned that a speedy process is key to hiring
  - Met with all division managers to get buy-in
- 
- 



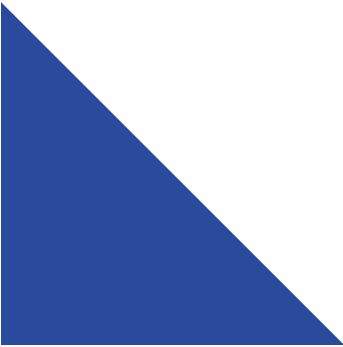

# JOB FAIR PREPARATION MASTER SPREADSHEET

	B	C	D	E	F	G	H	I	J
	How many vacancies do you currently have or typically have?	What positions are your high turning positions?	Will you have managers available to have onsite discussions if there is an interest in your positions on a Friday and Saturday?	What items would you have to display to raise interest and attract potential candidates at the job fair?	VACANCYS 2/28	VACANCYS 2/7/23			
1									
2	High Vacancy	Utility Techs	Yes	2 Tables - 1 Smart board- pics/posters	14	15			
3		Customer Service Reps	Yes	1 Table- handouts, posters	8	7	2 Sups Friday/2 Sat		
4	High Vacancy	Utility Techs/Maintenance Techs	Yes	1 Table- photos or videos	18	18			
5	High Vacancy	Maintenance Techs, Tech Sr, and Specialist	Yes	2 tables - poster boards/ looping monitor	34	32			
6		Electrician/Mechanic	Yes	2 tables- practical tools, PPE, slides	6	7	using computer		
7	High Vacancy	Utility Techs/Maintenance Techs	Yes	2 tables- poster boards- 2 TVs with loops	18	19			
8	sharing a table with Admin	average vacancies	Yes	1/2 table with job information	5	7			
9	sharing a table with CIP and Dev Plans Review	average vacancies	Yes	1/2 table with job information	7	8			
10	Low turnover and expect fully staffed	average vacancies	Will be available for tech support						
11	sharing a table with Admin	N/A	combined with admin						
12				1 Table					
13	3/24-3/25								
14	Friday- 8:00-4:00 / Saturday 10:00-2:00	Verify if we can change to 9:00							
15	2 Tables 2 employees with laptops for registration								
16	Provide direction to 112 to enter								
17	Circle room to tables								
18	Exit out of 111								
19									
20	How can we set this up?								
21	IT provided 9 laptops to transportation	prepare to help for email addresses							
22		help the ones without accessibility issues							
23									
24									
25	News Observer (Sunday Paper)								
26	Social Media								
27	Your service connection-	Pipeline for colleges, Libraries							
28	yard signs (Carolyn)	Linked in Danny is doing this							
29	digital bus advertisements (working with Transportation)								
30	TV- Jacob- WRAL, CBS 17, ABC 11	Monday Moment video- Julia Milstead							
31									
32									
33	Jason Waters, Matt, David, Charley- meeting next week.	Parking signs needed,							
34	Matt Vessie								
35									
36									
37	Carylon will need info after walk through.								
38									
39	Have the recruitment numbers available on the table. Hand out a link for the job. Sending								
40									
41	Jacob asking Carolyn								
42									
43	RAL Today (we got Transportation on their community calendar AND promoted in their daily newsletter)								
44	StepUp Ministries								

Basic InformationSignage NeedsVolunteer listVolunteers 2Station DutiesCCB PlanMeters PlanWD PlanSM PlanWTP PlanWWTP PlanCIP Admin PlanStormwater PlanCh ...



# JOB FAIR PREPARATION BASIC INFORMATION

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  - What positions are your high turning positions?
  - Will you have managers available to have onsite discussions if there is an interest in your positions on a Friday and Saturday?
  - What items would you have to display to raise interest and attract potential candidates at the job fair?
  - Vacancies 2/7 and 2/28
- 
- 

# JOB FAIR PREPARATION

## BASIC INFORMATION

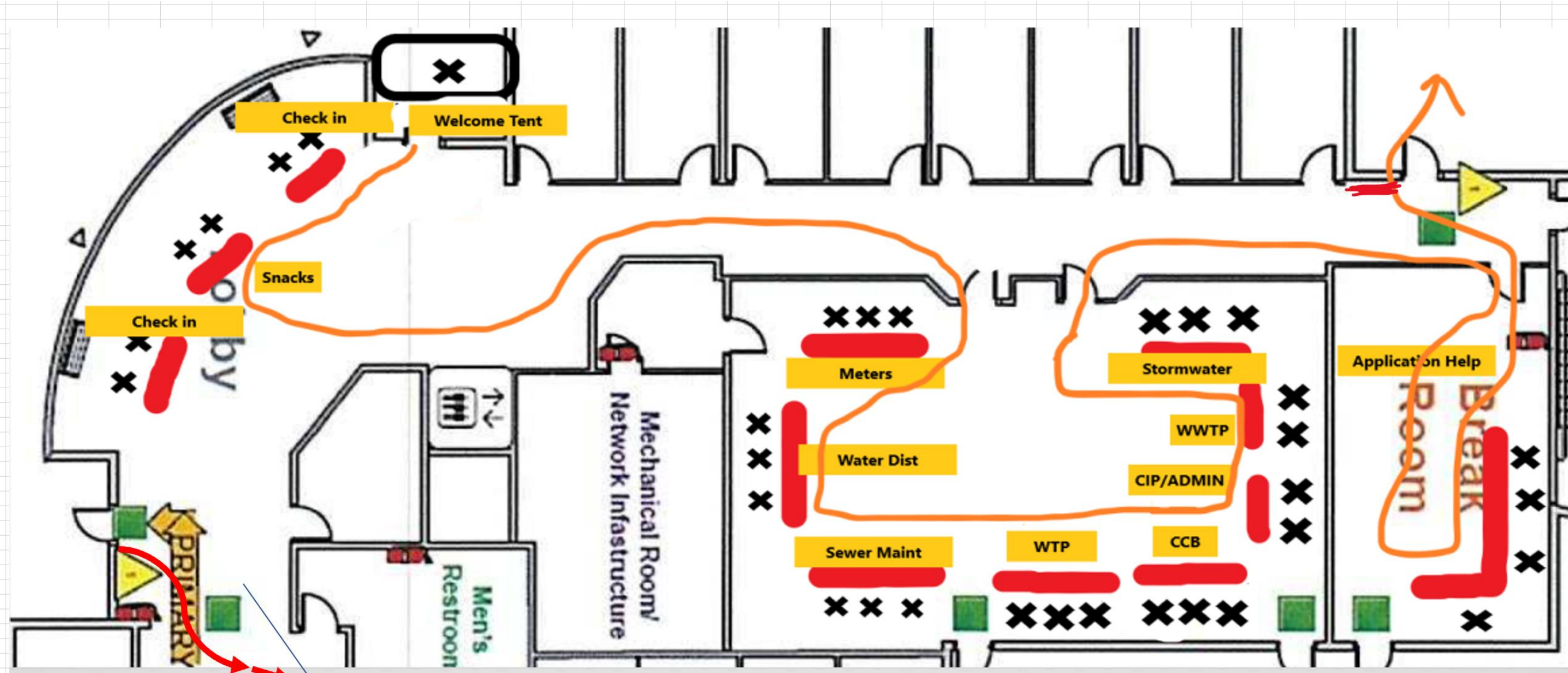
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44	Message Boards???											
	Basic Information	Signage Needs	Volunteer list	Volunteers 2	Station Duties	CCB Plan	Meters Plan	WD Plan	SM Plan	WTP Plan	WWTP Plan	CIP Admin F

# JOB FAIR PREPARATION CHECKLIST

DATE	TASK	WHO	PENDING	COMPLETED	
Early January	Meet with division managers to discuss opportunities	Charley			
2/2/23	Meet with Jacob and Rob from Transportation- Job Fair best practices	Charley, Jacob, Carolyn			
2/8/23	ELD 1.1 update	Charley			
3/23/23	set up room for job fair prior day	Muiltple			
2/15/23	Room walk through and set verifications	Jason Waters, David W, Matt V.			
2/15/23	Parking lot verification set up	Jason Waters, David W, Matt V.			
2/15/23	Equipment set up for display space verification	Jason Waters, David W, Matt V.			
2/13/23	Get yard signs made for merger towns	Carolyn			
2/17/23	Place the yard signs				Have the mergers addresses but still have 14 more signs, need placement areas
	Get in touch with Storm Water to discuss table	Charley			
	RAL Today (we got Transportation on their community calendar AND promoted in their daily newsletter) StepUp Ministries Raleigh Rescue Mission NCWorks Capital Area Workforce Development LinkedIn (first through the City's page, then through mine)				
2/15/23		Danny Cook- Advertising			
2/8/23	Snacks for fair	Candia/Carolyn			
2/13/23	Spectrum TV post to their calendar of events	Carolyn			
2/17/23	Flyers for libraries and tech schools	Jacob			
2/22/23	All participate detail meeting	all			
	Monday Moment video- Julia Milstead	Jacob			
	TV- Jacob- WRAL, CBS 17, ABC 11(Press Release)	Jacob			
2/20/23	Volunteer Sheet completed by division				This is in progress and requested to all division managers to have completed by 3/6 EOD
	Social Media paid promotions				Link will need to be filled out
	Technology needs (8 computers)	Howard			3 IPADs at the Front with the candidates utilizing a Microsoft form/ WD to provide IPads for exit surv
	Johnson County operations	Jacob			Advised and sent Job Fair content to post
2/23/23	Max Recruit Platinum- Online Network that programmatically connects your job to a variety of top job search sites including Glassdoor, ZipRecruiter, Jobs@Careers, Indeed and up to 45 other sites  Social Network-30 day distribution to over 16,000 Twitter Job Feeds, Jobs on Facebook and LinkedIn's Limited Listings Program  Please let me know if you have any questions. I will be out of the office next week but will be back on Monday, March 6  The deadline for the Recruitment campaign is March 8. I have attached a list of the sites that are included with Max Recruit. Also, I also included a deck of our recruitment solutions.  Total \$1,550				Approved
	Equity and Inclusion- reach out	Jacob			Finalized
	Office of commuity of engagement	Jacob			Finalized
2/23/23	Create register form for applicants	Charley and Team			Finalizing this week
	Create an exit survey form	Charley and Team			Finalizing this week
2/23/23	Carolyn has the tent for the front				
2/23/23	Ensure all employees know to utilize overflow parking	Division Managers			reiterating in follow up meeting
	Ensure site security with cones, guidance and caution tape	Carlos, Chris and Jeremy			Print arrows and put out cones
	Remove any existing Covid mask requirement and social distance signing	Carlos, Chris and Jeremy			Just need to verify
2/24/23	Bilingual translator				Sending out email to division managers for suggestions.
2/24/23	Setting up division manager follow up meetings for finals				
	Have you worked in the transferrable skills- put on table.				
	Raleigh Water Shirts- Blue/Black shirts - communicatie out and RW hats if you are wearing one.				
	Set up room for application help.	Carlos, Chris and Jeremy			LW Breakroom, room will also need to be cleaned. Room has enough tables and chairs to accommodate.
	Cleared sign up area				
	Chairs in 111/112 need to be moved out	Carlos, Chris and Jeremy			Plan to store in LW Annez warehouse or hallway stairwell.
3/3/23	Set cones and caution tape to control lobby access LW annex	C. Worthy			Revised map tab to include location of cones and caution tape to be used to block access to the remainder of the first floor in the Annex building while still allowing access to first floor restrooms.
	Arrow Boards - set up and recommenations	Jeremy Anderson			
	Banner for tables	Carolyn			ordered



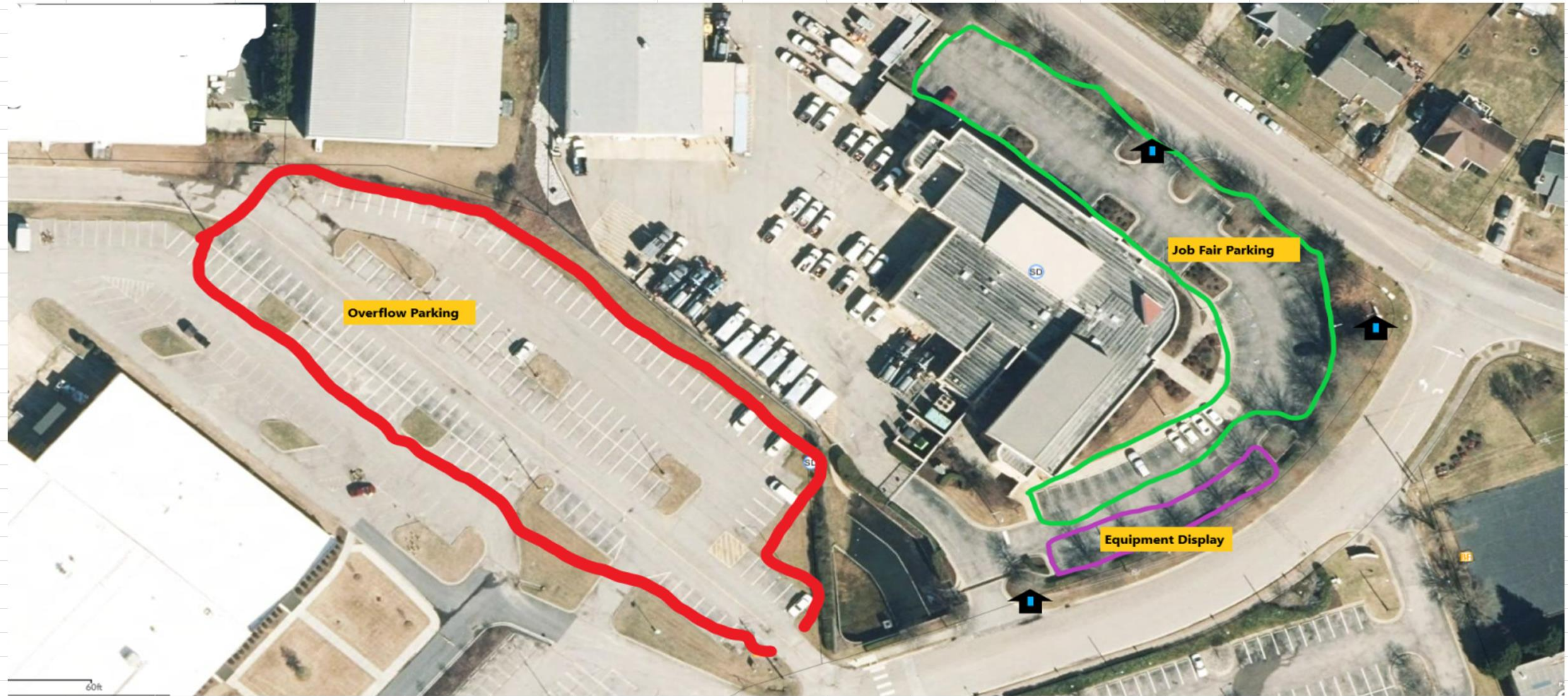
# JOB FAIR PREPARATION FLOW MAP



Cones and caution tape set to allow access to bathrooms while blocking access to the remainder of the first floor .



# JOB FAIR PREPARATION PARKING MAP





# JOB FAIR PREPARATION SIGNAGE NEEDS

Examples of signs would be:

Yard sign, Banner, Floor decal, A-frame, Wall sign, menu holder



Signage (What is printed on the sign)	Style of sign/Size & Specs (Design of the sign)	Quantity Needed
Job Fair Parking	Yard Sign	8
Employee Parking	Yard Sign	2
Welcome - Raleigh Water Job Fair	A- Frame	2
(Division names for tables) Administration, Water Distribution, Sewer Maintenance, Meters, Water Treatment, Resource Recovery, Capital Improvement, Customer Care and Billing, Stormwater	foam board	Foam Board- 2' x 5'
Restrooms	Menu Holder Paper only	6
Job Fair Check-in	Menu Holder stands and paper	2
Job Fair Check-out- 1 A frame	Job Fair Check-out- 1 A frame and 1 Menu holder- have giveaways here	1 1
Equipment on Display	A-frame	1
Thank you for attending our Job Fair	Thank you for attending our Job Fair- 2 A frames	2
Apply Here	Menu Holders frame and paper	4
Apply Here with straight ahead arrow	Floor Decals	4
Job Fair with straight ahead arrows	Floor decals	8

# JOB FAIR PREPARATION VOLUNTEER LIST

A	B	C	D	E	F	G
RALEIGH SPRING JOB FAIR	Thursday set up volunteers 11:00 to 2:00	Friday 8:30-12:00	Friday 12-4	Saturday 9:45-2:30/Clean up		EXTRA Volunteers
METERS	Philip Joyner	Anton Pearce	Marcellus Wright	Philip Joyner	1	
	Wesley Pearce	Brandon Smithson	Joe Martinez	Shannon Pickett	2	
	Joe Martinez	Mike Bernier	Wesley Pearce	James Sleeper	3	
WATER DISTRIBUTION	Brandon Miller	Brandon Daughtry	Myles Dawson	Anthony G	1	
	Charley Lovelace	Josh Bennett	Jeremy Isgrigg	Josh Bennett	2	Dale Utley
	Shane Cook	John Colpitts	Jeff Greenwood	John Colpitts	3	
		Homero R	Jennifer A	Jennifer A		
SEWER MAINTENANCE	Jeremy Anderson	Jeremy Anderson	Michael Carpenter	Michael Carpenter	1	Terrence Wright
	Christopher Worthy	Christopher Worthy	Walt Warner	Jason Williams	2	
	DeCarlo Sanders	Manuel Lopez	Danneit Disla	David Jackson	3	
WATER TREATMENT	Frank Mietus	Mike Hughes	Mike Hughes	Mike Hughes	1	
	Mike Hughes	Jeremy Ennis	Frank Mietus	Robert Bonham	2	
		Mark Tallent	Martesa Webb		3	
CCB	Keenan Thompson	Annie Griffin	Nicholas Whaley	Hiran Gonzalez	1	
	Diane Cooper	Tonka Wilkins	Jamila Battle	Talena Jeffreys	2	
CCB Technology	Susan Decker	Nikki Evans	Nikki Evans	Susan Decker	3	
WASTEWATER TREATMENT		James Carney	David White	Nathan Howell	1	Aime Mondjobe
			Tamika Black		2	
CIP/ADMIN	Jason Waters	Dennis Lassiter	Dennis Lassiter	Janeen Goodwin	1	
	US Staff	Nicole	Jonathan Ham	Robert Mitchner	2	
STORMWATER	Scott Bryant	Scott Bryant	Carmela Teichman TBD	Allison McGarity	1	
	Allison McGarity				2	
Welcome Tent	Reactive Main.	Terrence Wright	Terrence Wright	Linda Gibson	1	Meriam Manuel
Table 1- Register	Reactive Main.	Jason Williams	David Jackson	DeCarlo Sanders	1	Jason Talton
	Reactive Main.	Sharon French	William Dixon	Katina Holden	2	Haley
Table 2 - Register	Reactive Main.	Anitra Boone	Miguel Perez	Miguel Perez	1	
	Reactive Main.	Michael Rogers	LaKisha Leonard	Annie Griffin	2	
Snack Table	Reactive Main.	Gracelyn Sanders	Gracelyn Sanders	Anitra Boone	1	
	Reactive Main.		Anitra Boone	Michael Rogers	2	
Application help		Michael Carpenter	Courtney Sanders	Shea Epps	1	
Application help		Alan Guerra	Christopher Worthy	Alan Guerra	2	Christopher Moses
Application help		Shea Epps	Parrish Leonard	Domoneq Canady	3	
Application help		Parrish Leonard	Linda Gibson		4	
Equipment - backhoe		Brandon Johnson	Nicholas Barnett	Jeremiah James		
CCTV truck		Charlie White	Charlie White	Jonathon Wilson		
Flush Truck	Reactive Main.	Christian Burgos De Pena	Richard Bell	Christopher Moses		Alan Guerra
Valve Truck		Andrew Chalk	Tyree Smith	Bobby Massenburg	WD	
Locate Truck		Jason Banks/Chris Reynolds	Jason Banks/Chris Reynolds	Jason Banks	WD	
Check out form assistance		Thentress Jones	Jake Barnhart	Dale Utley		
Check out form assistance		Domoneq Canady	Dale Utley	Kay Willis		
Check out form assistance		Kay Willis	Kay Willis	Sarahi Preciado		
Check out form assistance		Steve Kaufman	Joel Keller	Jake Maynard		
Bilingual Translator		Carlos/	Christian Burgos De Pena	Roberto Corrales		CC&B & SMD staff highlighted in yellow above



# JOB FAIR PREPARATION STATION DUTIES

## Application Help Checklist

- |                                     |                                     |                                     |  |
|-------------------------------------|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Help attendees set up their account on <u>NeoGov</u> and Job Notification List, if desired |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Assist with entire application process, if requested                                       |



# JOB FAIR PREPARATION VOLUNTEER TRAINING EVENT





# Entry and Registration







# Table Displays and Application Assistance







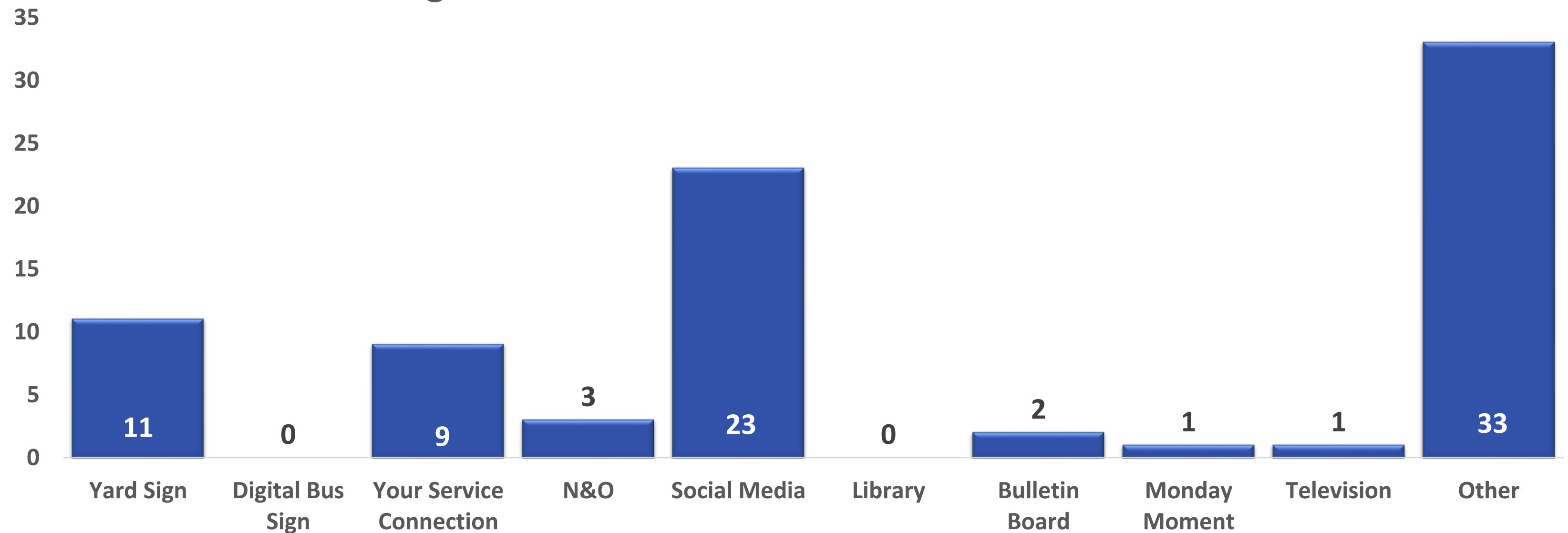
# RW Equipment Display





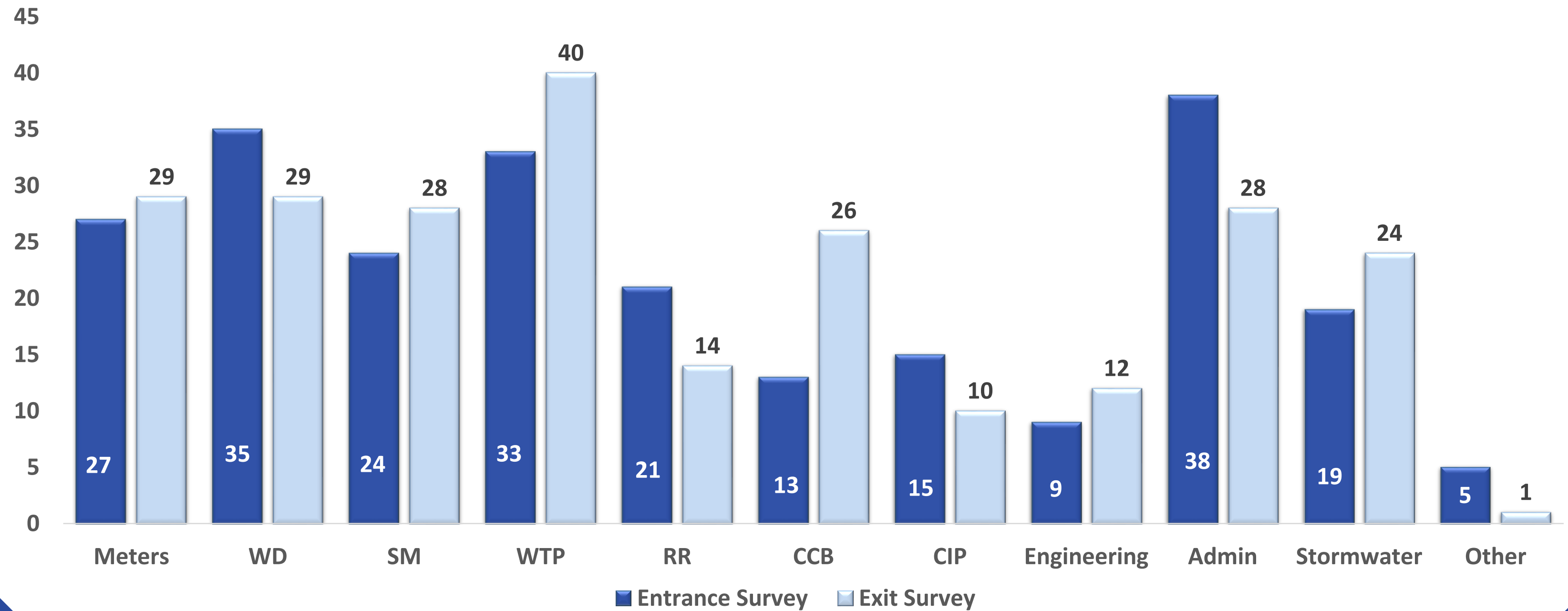
# ADVERTISING MEDIA

Advertising Medium Where Attendees Heard About the Job Fair



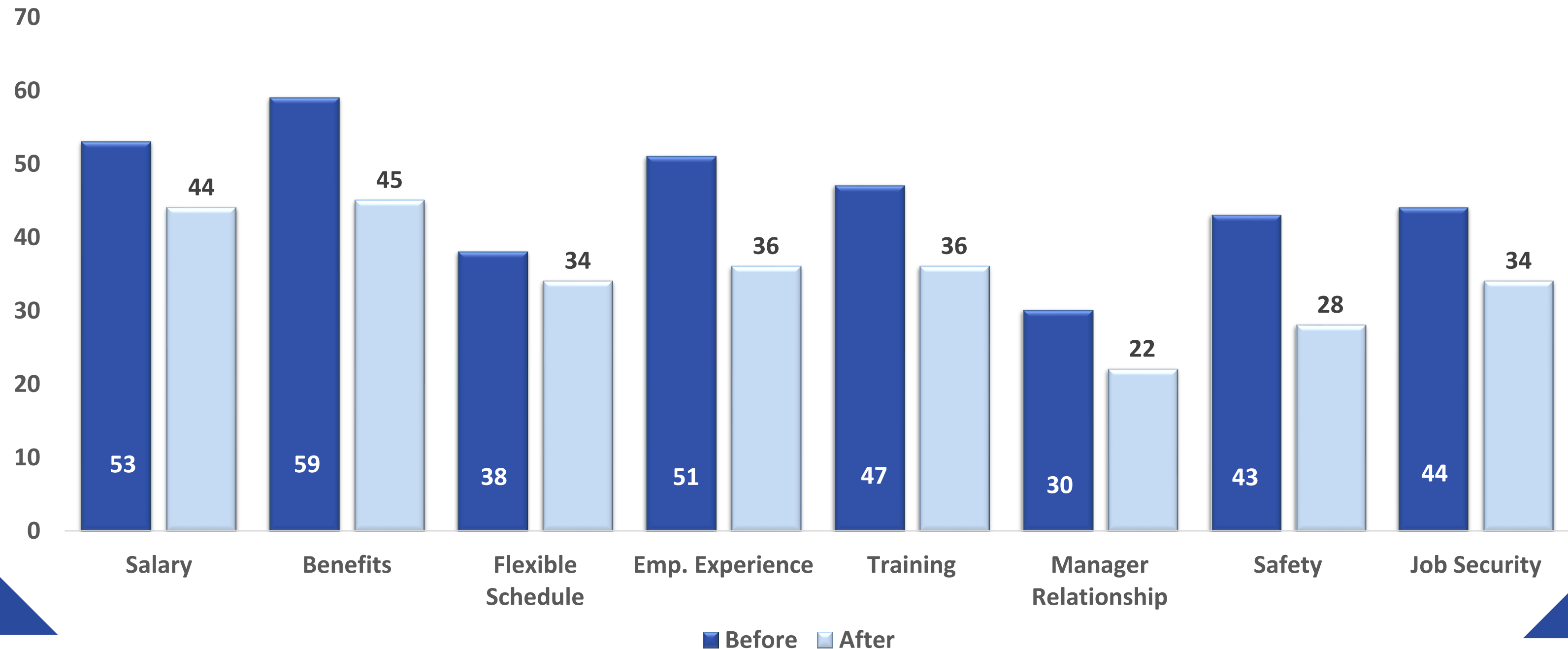
# ATTENDEE AREAS OF INTEREST

Areas of Interest - Entrance vs. Exit



# DETERMINING FACTORS FOR SEEKING EMPLOYMENT

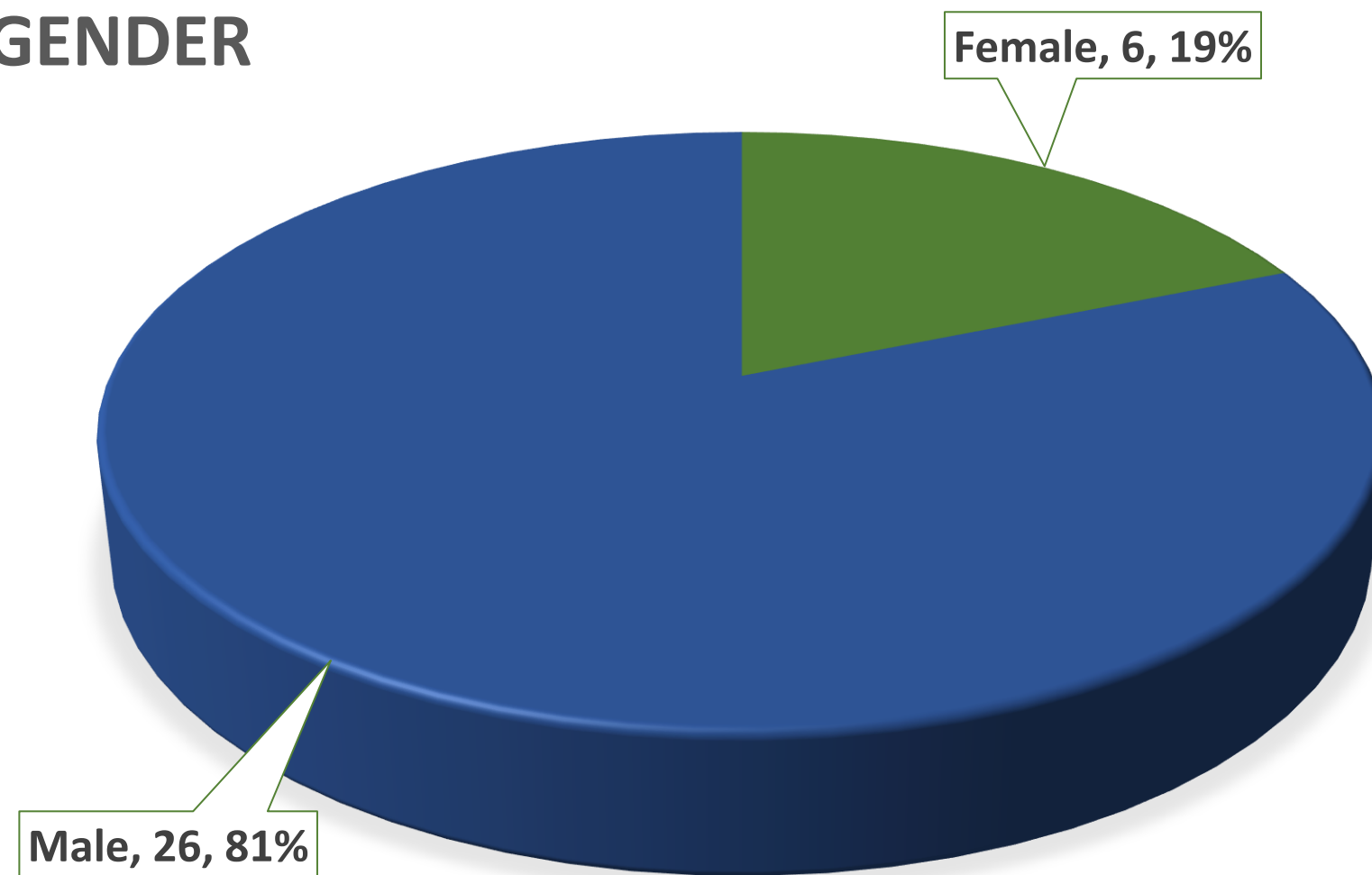
Determining Factors - Entrance vs. Exit Surveys



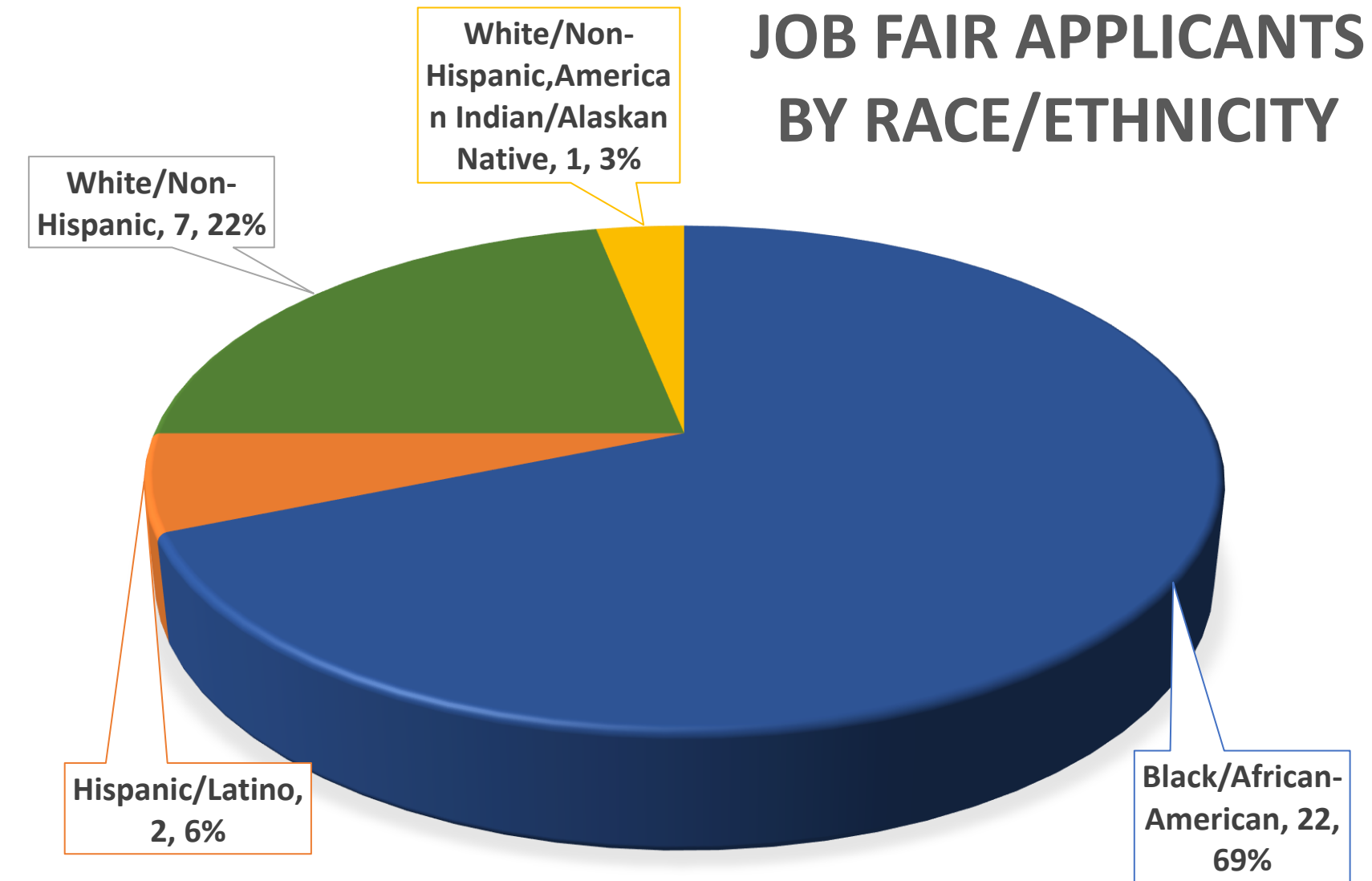


# APPLICANT DEMOGRAPHICS

JOB FAIR APPLICANTS  
BY GENDER

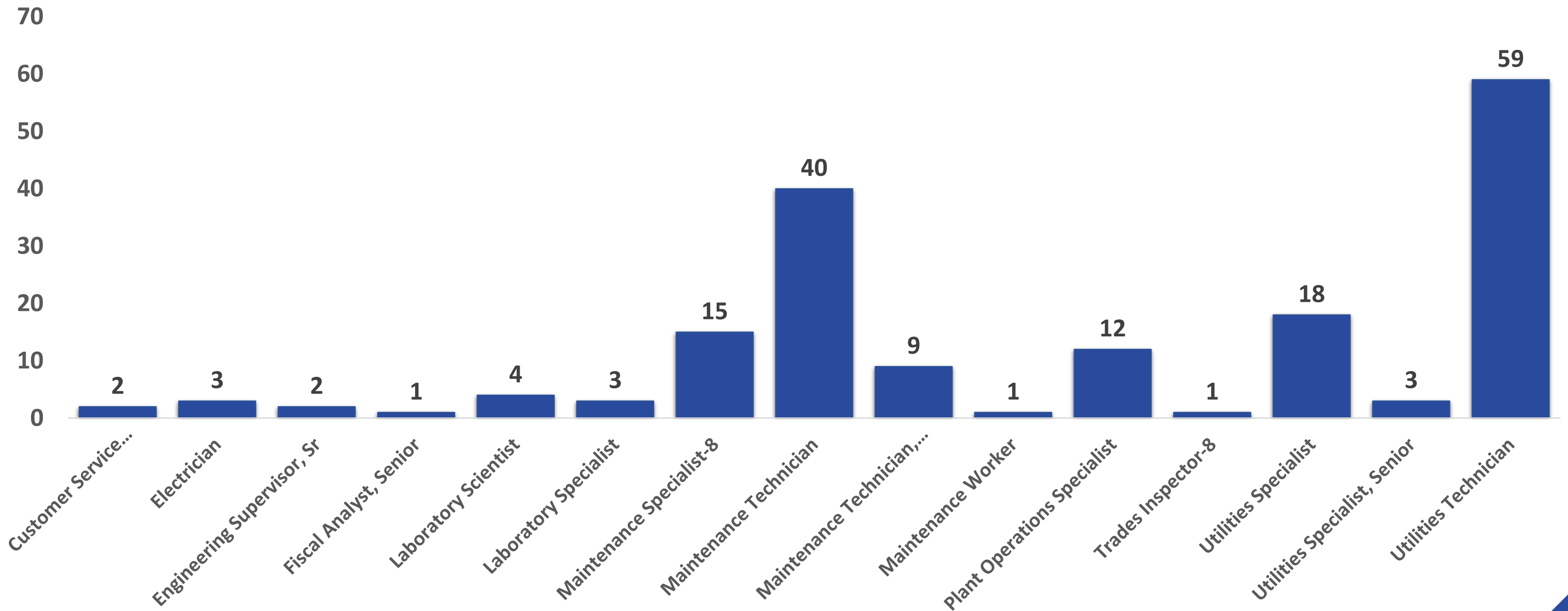


JOB FAIR APPLICANTS  
BY RACE/ETHNICITY



# APPLICATION BREAKDOWN

Job Fair Applications Received by Job Classification





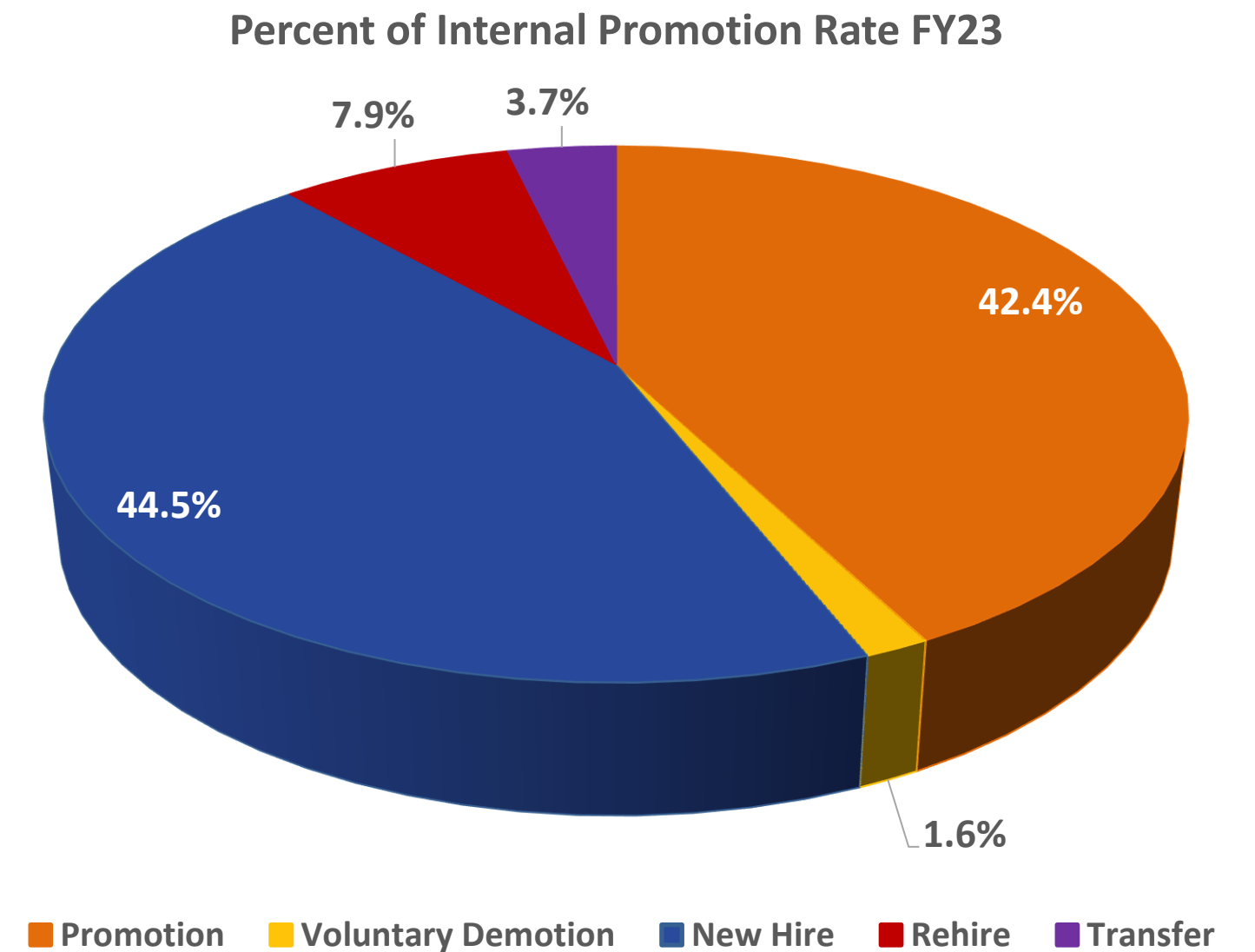
# APPLICATION BREAKDOWN

Category	Count
Total Attendees	83
Total Applicants	32
Applications Submitted	173
Applications Referred	56
Applications Rejected	26
Applications Failed	74
Applicants Hired	6
Positions Filled	
Maintenance Technician	3
Utilities Technician	2
Plant Operations Specialist	1



# DEPARTMENTAL PROMOTIONS

Recruitment Type FY22	Count	%	Recruitment Type FY23	Count	%
Promotion	67	42.4%	Promotion	81	42.4%
Voluntary Demotion	12	7.6%	Voluntary Demotion	3	1.6%
New Hire	57	36.1%	New Hire	85	44.5%
Rehire	10	6.3%	Rehire	15	7.9%
Transfer	12	7.6%	Transfer	7	3.7%
<b>Total</b>	<b>158</b>	<b>100.0%</b>	<b>Total</b>	<b>191</b>	<b>100.0%</b>



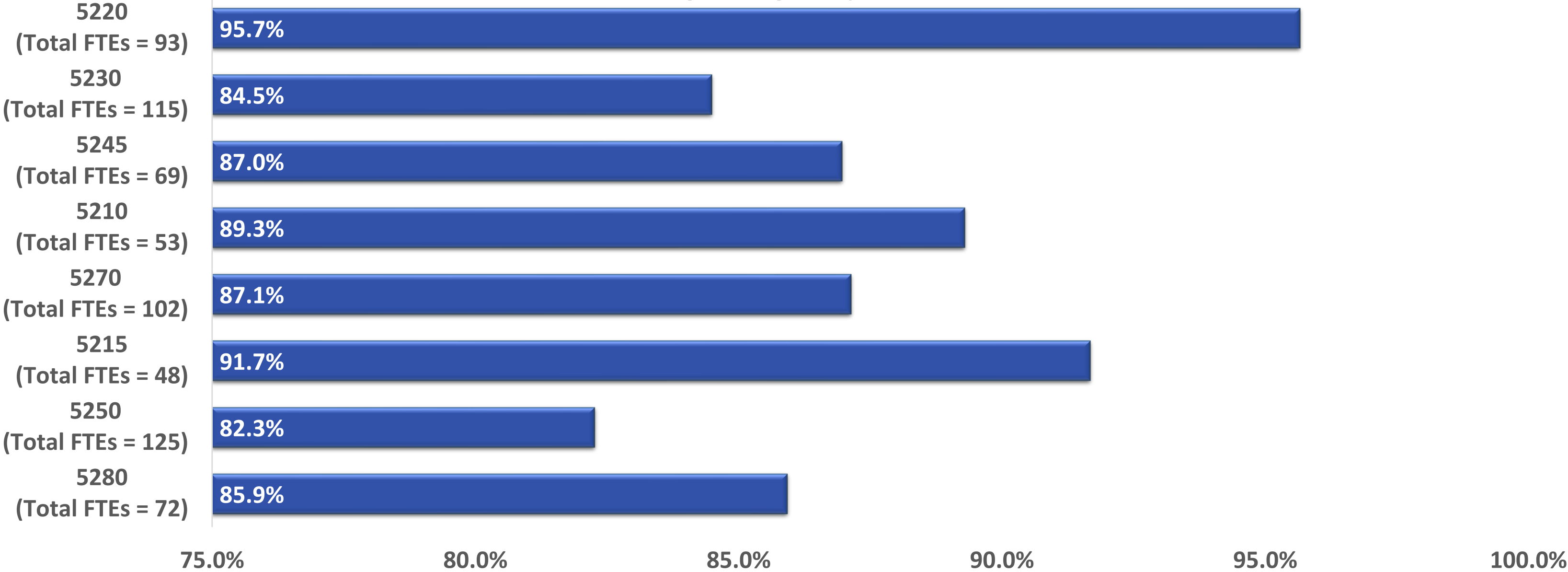


# DEPARTMENTAL VACANCIES

FY22		FY23	
Position	Vacancies	Position	Vacancies
Utilities Technician	30	Utilities Technician	8
Maintenance Technician, Senior	15	Maintenance Technician, Senior	13
Plant Operations Specialist	11	Plant Operations Specialist	12
Maintenance Technician	9	Maintenance Technician	7
Engineer, Senior	7	Engineer, Senior	3
Utilities Specialist	5	Utilities Specialist	4
Maintenance Specialist	5	Maintenance Specialist	6
Utilities Specialist, Senior	4	Utilities Specialist, Senior	5
Plant Operations Specialist, Senior	4	Plant Operations Specialist, Senior	1
Customer Service Technician	3	Customer Service Technician	4
Utilities Coordinator	3	Utilities Coordinator	2
Utility Crew Supervisor	2	Utility Crew Supervisor	0
Assistant Department Director I	2	Assistant Department Director I	2
Health and Safety Specialist	2	Health and Safety Specialist	0
Customer Service Supervisor	2	Customer Service Supervisor	1
Technology Analyst	2	Technology Analyst	0
Maintenance Worker	2	Maintenance Worker	1
Multiple	1	Multiple	17
<b>Total</b>	<b>124</b>	<b>Total</b>	<b>86</b>

# DEPARTMENTAL VACANCIES

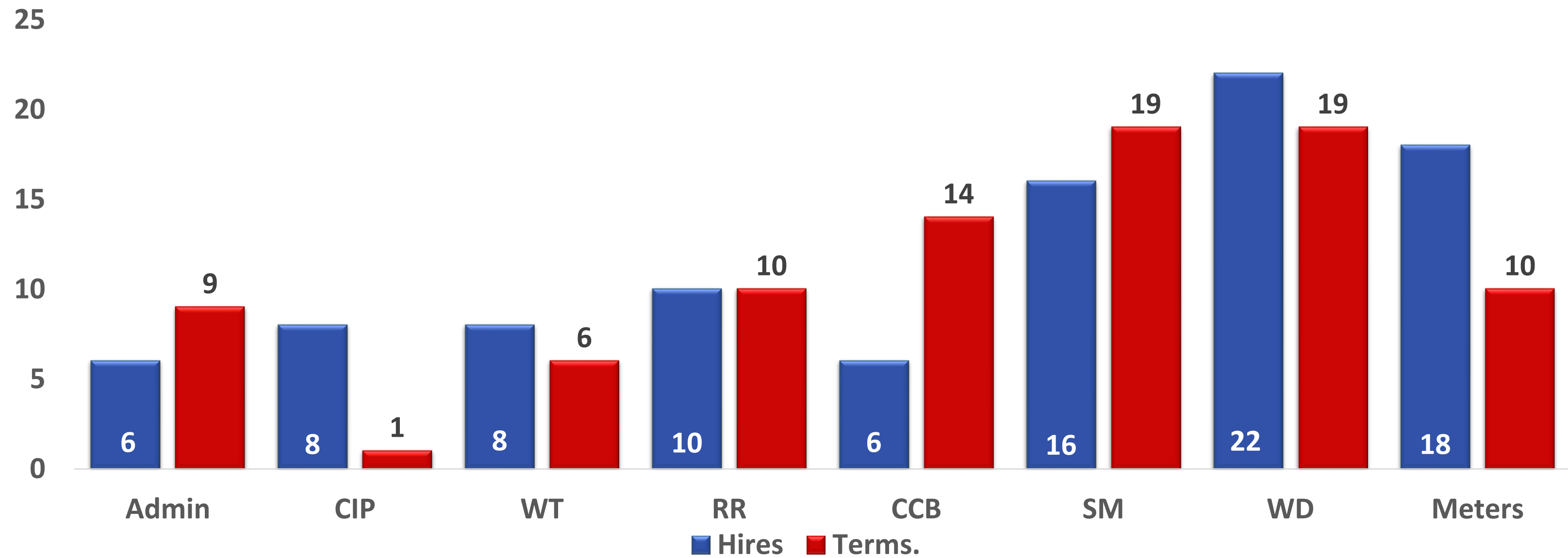
Staffing Strength, by Division



SNAPSHOT OF CURRENT VACANCIES

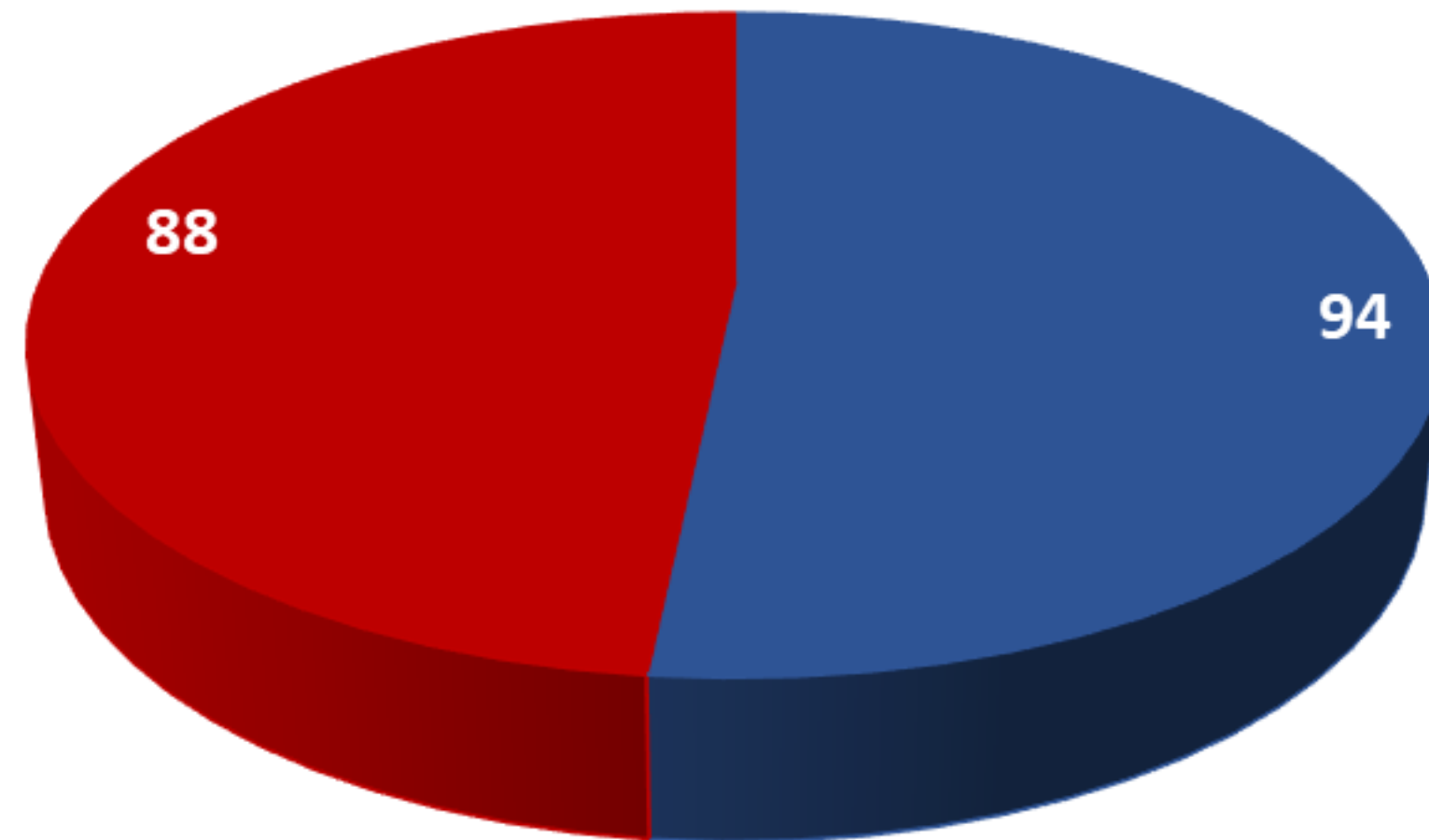
# DEPARTMENTAL VACANCIES

FY23 Hires vs. Terminations



# DEPARTMENTAL VACANCIES

FY23 Hires and Terminations (Total Department)



■ Hires ■ Terms.



# LESSONS LEARNED

1

## **TEAM BUILDING**

*Great team building event for Raleigh Water*

2

## **EXPAND TABLE OFFERINGS AND HR COLLAB**

*Expand offerings to include a benefits table and a greeter/concierge and collaborate with HR to include on site interviews, more effective screening, etc.*

3

## **EXPAND TO COMMUNITY FOR EDUCATION**

*Plan to have one event a year and consider expanding event to include our community for service education*

# Employee Leadership & Development

Initiative 1.2 - Standardize employee onboarding and offboarding processes and procedures across the Utility



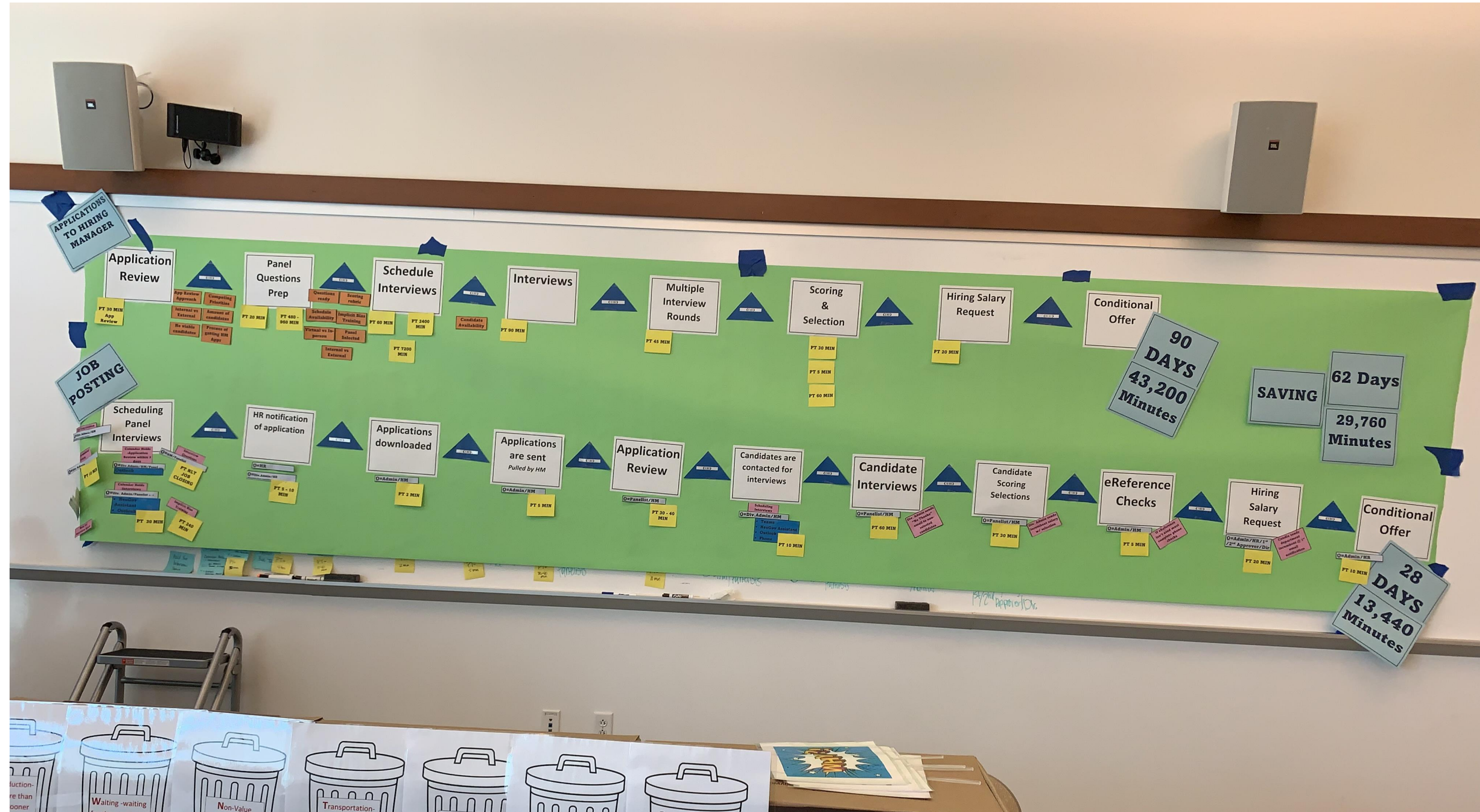


# HIRING

- Worked with Human Resources to gather Hiring Data
- Hiring process from application receipt to offer was taking up to **97** days



# KAIZEN HIRING EVENT





# HIRING PROCESS PILOT

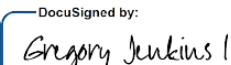
DocuSign Envelope ID: D0FC718A-446F-47DB-A55B-9445DD1642B2



UNCONTROLLED WHEN PRINTED

## STANDARD OPERATING PROCEDURE

**Raleigh Water Hiring Process Guidance –Raleigh Water – Category: Human Resources**

Series Number: 600.SOP.0000.0012.T	Version: 1
Responsible Department/Division: Raleigh Water- Administration	Effective Date: 5/24/2023
Supersedes: N/A	Next Review Date: August 18, 2023
Approval: 	

## TABLE OF CONTENTS

Purpose of Procedure  
Definitions  
Individuals and Entities Affected by This Procedure  
Procedure  
Responsibilities  
History and Updates  
References, Related Documents and Forms  
Appendix

## PURPOSE OF PROCEDURE

This procedure is intended to provide guidance to hiring managers for filling vacant positions via the hiring process.

## DEFINITIONS

All defined terms are capitalized throughout the document.

**Applicant:** Anyone who applies for a position by submitting completed application

For this pilot SMD will be working to hire four vacant positions from various programs:

POSITION TITLE	POSITION NUMBER	PROGRAM	SUPERVISOR
Utilities Specialist	3883	633-FOG	C. Sanders
Utilities Specialist, Senior	4036	61301-Inspections	M. Lopez
Utilities Coordinator	5250	610-Admin	M. Vessie
Utilities Crew Supervisor	3511	612-Repair	J. Anderson

**Goal: 28 days**

- Utilities Specialist (POS#3883) - Process was completed within 8 business days from job posting closure to the conditional offer being sent.
- Utilities Crew Supervisor (POS#3511) - Process was completed within 11 business days from job posting closure to the conditional offer being sent.
- Utilities Coordinator (POS#5250) - Process was completed within 21 business days from the job posting closure to the conditional offer being sent.
- Utilities Specialist, Senior (POS#4036) - Salary request submitted 06/26/2023, still in process.

# LESSONS LEARNED

1

## **LEAN WORKS!**

*Using a cross-collaborative approach and applying LEAN principles works!*

2

## **BUY-IN**

*Success requires buy-in at ALL levels of the organization*

3

## **IMMEDIATE IMPLEMENTATION**

*Immediate implementation and process accountability are key*



# CONTACT US



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