



# Bellevue City Council 2021-2023 Vision & Priorities

Quarterly Report  
November 1, 2022





# Bellevue City Council Priorities Q3 2022 Report

On May 19, 2014, the City Council approved a 20-year vision for Bellevue, including strategic target areas and two-year priorities, and has continued to refine and set new priorities every two to three years. The seven strategic target areas are:

- Economic Development
- Transportation and Mobility
- High Quality Built and Natural Environment
- Bellevue: Great Places Where You Want to Be
- Regional Leadership and Influence
- Achieving Human Potential
- High Performance Government

In early 2021, the Council deliberated and reached consensus on a list of 22 priorities to support the seven strategic target areas for the 2021-23 term. This report provides a high-level overview of key accomplishments, ongoing actions, and next steps in the implementation of each priority. In order to ensure effective implementation of the priorities, the Leadership Team has assigned a sponsor and lead staff member for each priority who identified tasks and milestones to support the outcomes outlined by the Council. For the most part, the 2021-23 Priorities represent a continuation of initiatives that are already underway with allocated staff and budget. The Council added four new priorities to this ongoing work in 2021-23 which have been incorporated into department workplans. This represents a significant body of work – 22 Priorities with 105 supporting workplan items.

As of Q3 2022, the majority of supporting actions are on track to be completed by the end of the three-year plan with approximately 24% already accomplished. Staff is fully engaged in this work and focused on meeting Council and community expectations. As of the latest update approximately 13% of actions are experiencing some level of disruption. This is primarily due to conditions currently impacting many other industries such as supply chain constraints, or staff vacancies. Despite these disruptions and additional challenges posed by the COVID-19 pandemic, staff have made significant progress in advancing each of the 22 priorities.

Updated status reports will be provided to the Council and posted on the City's website on a quarterly basis. As development of a reporting dashboard (Priority 22) progresses, key performance metrics associated with the Council Priorities will be integrated into future reports.





## Economic Development

**Priority 1: Implement the direct strategies of the Economic Development Plan, addressing: Capacity building and partnerships, small business and entrepreneurship, workforce, retail, creative economy, and tourism.**

**Accomplishments:** Implementation has continued on the Economic Development Plan, including the re-launch of a BelRed Arts District stakeholder group.

**In Progress/Ongoing:** The placemaking partnership with the BDA for the coming year is underway, and new career navigation services are being offered at Mini City Hall. Staff is working with stakeholders, including the City of Redmond, on the details of a Tourism Promotion Area and anticipate finalizing an interlocal agreement in Q1 2023. High Peak Consulting is wrapping up review of the small business ecosystem and will provide strategic recommendations in November.

**Looking Ahead:** The City will resume management of the five-city Startup 425 program in 2023.



## Transportation & Mobility

**Priority 2: Continue to execute our transportation capital plans for future growth and mobility of the city. Use the funding provided by the Neighborhood Safety, Connectivity and Congestion Levy to improve safety, transportation, and quality of life in neighborhoods.**

**Accomplishments:** The Mobility Implementation Plan (MIP) and associated Multimodal Concurrency program have been completed and adopted by Council. The MIP was recently recognized by the Department of Commerce with the 2022 Governor's Smart Communities Award. Construction is progressing well on the two active TIFIA projects and all the right-of-way issues have been addressed for the final stage of the 124th Ave NE project. It was successfully bid in Q3 and will go to council for bid award in Q4. The Neighborhood Safety, Connectivity and Congestion Levy program recently completed the upgrade of 44 curb ramps in the Cougar Mountain/Lakemont area and constructed a congestion mitigation project at the Factoria Blvd/SE 38th St intersection. The Vision Zero program completed three of the 2022 grant funded Roadway Safety Audits (RSA) and will be kicking off two more in Q4. Lastly the 2022-2033 Transportation Facilities Plan has been completed and was approved by council on July 11th.

**In Progress/Ongoing:** Work has begun on the project evaluation and prioritization for all the concerns identified through the RSA process. Staff is currently working on the MIP Implementation Guide which will be delivered in Q4 this year. Design continues to progress on multiple levy projects, including a new traffic signal on 156th Ave SE at Lake Hills Blvd and the next phase of improvements associated with the transformational sidewalk and safety project in Northwest Bellevue along 100th Ave NE. Construction is underway on multiple levy projects including congestion improvements on 148th Ave NE at Lake Hills Blvd and 10 new/enhanced crosswalks in Lake Hills, Somerset and Cougar Mountain/Lakemont.

**Looking Ahead:** Staff will be advancing the public outreach portion of the Urban Core Bicycle Rapid Implementation Project early next year. By the end of the year construction should be starting on the final stage of the 124th Ave NE corridor project (Ichigo to Northup Way). In Q4 will launch our levy funded public facing snow removal monitoring map and will be nearing completion of deployment of traffic monitoring cameras at the final 40 signalized intersections in the city (funded through the levy).



# Transportation & Mobility

**Priority 3: Advocate with the state Department of Transportation and regional agencies for acceleration of the I-405 Corridor Program and completion of SR 520 improvements, including Bellevue projects (i.e. NE Sixth St., 124th Ave. NE Interchange, braided ramps, Coal Creek Parkway).**

**Accomplishments:**

- The City successfully advocated for the Move Ahead Washington transportation package and legislation that allows WSDOT to defer sales tax along I-405/SR 167. This action was supported by the I-405/SR 167 Executive Advisory Group (EAG) request to prioritize funding and delivery of projects with system benefits/synergies that complement I-405 bus rapid transit and all express toll lane projects from Lynnwood to Burien.
- City Council expedited the approved 2022 Legislative Agenda urging the Legislature to continue implementation of the I-405 Master Plan and honor its commitment to make corridor improvements in a timely manner to ensure the planned bus rapid transit service can be constructed. The Legislative Agenda requested funding for filling the financial gap along the corridor, SR 520/124th Avenue NE Interchange, South Downtown I-405 Access Improvement, and future interchange improvements at SR 520 and I-90.
- City staff completed the SR 520/124th Avenue NE Practical Solution Interchange Concept with partner agencies.

**In Progress/Ongoing:**

- Transportation Department is coordinating with Community Development on a planning study to determine City's preferred alternative for the I-405, NE 6th Extension Project.
- Transportation Department will coordinate with WSDOT I-405 on advancing the preliminary engineering, environmental review, and right-of-way for the SR 520, 124th Avenue NE Interchange Project.
- Transportation Department and Intergovernmental Relations is coordinating with WSDOT's I-405 corridor leadership on next steps to request Legislative funding for the SR 520, 124th Avenue NE Interchange Project.
- City staff continue to advance the I-405, NE 6th Extension planning study through the Comprehensive Plan process with an anticipated decision in late-2022 or early-2023.

**Looking Ahead:** City staff will begin developing an approach requesting funding for interchange and access projects along the I-405 corridor.

**Priority 4: Continue oversight of light rail construction and ensure that we implement an effective strategy for construction mitigation for neighborhoods, traffic and business.**

**Accomplishments:** Civil construction within the Bel-Red area has been completed. Construction mitigation has been successfully managed for neighborhoods, businesses, and the traveling public. First trains have run under their own power from Operations and Maintenance Facility-East to Downtown and Wilburton.

**In Progress/Ongoing:** City staff continues to work closely with Sound Transit on an amendment to the Transit Way Agreement.

**Looking Ahead:** Civil construction in South Bellevue and Downtown areas are expected to be completed by the end of 2022. Sound Transit is reevaluating project opening date and will update its schedule in Q4 2022 or Q1 2023.



# High Quality Built & Natural Environment

**Priority 5: Execute Affordable Housing strategy, including: 1. Look at code amendments instead of comprehensive plan amendments for projects with exceptional amounts of low-and middle-income housing; and 2. Strengthen housing bonus program.**

**Accomplishments:**

- Community Engagement Guide for Supportive Housing.
- Supportive and Emergency Housing LUCA adopted.
- Removing maximum residential occupancy LUCA adopted.
- Continued progress at Operations and Maintenance Facility East & 130th Sites.
- Housing Stability Program (HB 1590) 2021 Funding Processes for Behavioral Health & Human Services and Capital Investment.
- City Capital Funding for Men's Shelter, Plymouth Supportive Housing, and Illahee.

**In Progress/Ongoing:**

- Ongoing support for Multifamily Tax Exemption program, ARCH, Housing Stability Program (HB 1590), and regional affordable housing planning.
- C-1 Phase 2 Faith-Based Properties Map Amendments/CPA – part of 2022 Annual CPAs.
- Comprehensive Plan Periodic Update housing needs assessment/affordable housing work.
- Wilburton CPA/LUCA, including minimum housing, affordable housing, and targeted housing land use districts.
- BelRed Look Forward CPA/LUCA, including residential density and affordable housing.
- Housing Stability Program (HB 1590) 2022 Funding Processes for Behavioral Health & Human Services and Capital Investment.
- Work on potential partnership at 130th TOD site, to include significant affordable housing component.
- Remove barriers to micro-apartments LUCA.

**Looking Ahead:**

- Council launch of "Next Right Work" items: allow higher density for residential developments; and reduce permit fees for affordable housing projects.
- Capacity analysis report to Council to identify ways to undertake additional housing work.
- Scoping of "Next Right Work" items: encourage detached and attached accessory dwelling units and other types of housing such as duplexes, triplexes and quadplexes; and simplify and expedite permitting for housing projects.
- C-1 Phase 2 Faith-Based Properties LUCA.

**Priority 6: Complete construction of Phase One of Meydenbauer Bay Park by 2018 and the Downtown Park Gateway by the end of 2019 and synchronize with the Grand Connection as possible. Include celebration of the connection of downtown to the waterfront.**

**In Progress/Ongoing:** Grand Connection artwork fabrication is nearly complete, with the installation of 6,665 pieces and 180,000 rivets is anticipated to take well into December.

**Next Steps:** The City is requesting installation of the artwork begin in January to help facilitate holiday events in downtown.



# High Quality Built & Natural Environment

## **Priority 7: Advance implementation of the Smart City Strategy, including advanced transportation technology and autonomous, connected, electric and shared vehicle technologies.**

### **Accomplishments:**

- Completed outreach to public and private partners and the autonomous vehicle (AV) industry and developed near-, mid-, and long-term recommendations for accommodating AV deployments.
- Installed 30,000 smart water meters and 7,500 cellular transmitters. Installed digital control panels at 32 water sites and 37 wastewater sites.

### **In Progress/Ongoing:**

- Working on new video analytics projects to study active adjustment to pedestrian signal timing based on volume and speed of pedestrians.
- Advancing development of Next Generation Transit Signal Priority in coordination with King County Metro.
- Developing use case and charter for the Utilities Digital Twin Roadmap core team.
- Multimodal corridor performance dashboard is in development.
- Upgrades to Wi-Fi infrastructure to keep pace with the latest capabilities.

### **Looking Ahead:**

- The new TSP system will be deployed for the B-Line in Q1 2023.
- Installation of the remaining 10,000 smart water meters and 32,500 transmitters.
- A public real-time snowplow map will be available this season for any snow events.
- Electric Vehicle Charging Plan will launch in early 2023.

## **Priority 8: Implement the Environmental Stewardship Plan, which identifies actions in five focus areas: Climate change, Energy, Materials management and waste, Mobility and land use, and Natural systems.**

**Accomplishments:** Of the 78 actions in the plan, staff initiated the implementation of 58 actions and completed 4 actions. Highlights include:

- Enrolled 174 buildings in the program and completed 97 energy benchmarks and have another 77 in progress. The team has completed five building scoping assessments and has another 25 in progress and is assisting ten buildings in applying for WA State Department of Commerce Clean Buildings Act Early Adopter Incentives.
- Launched the Energy Smart Eastside heat pump campaign in partnership with Redmond, Kirkland, Mercer Island, and Issaquah and held five program webinars with other 400 participants. Received a \$650k grant from the Washington State University Community Energy Efficiency Program for the Eastside cities.
- Convened the Sustainability Leaders Group in September and held working group meetings on commercial and residential energy efficiency, to support the development and implementation of the Clean Buildings Incentive Program and Home Energy Retrofit program. Held a Community Townhall on July 14 to update residents on plan implementation progress and environmental performance metrics.

**In Progress/Ongoing:** Staff are continuing to implement the plan and have begun implementation of another four actions in Q2 2022.

**Looking Ahead:** Staff will finalize plans and staffing needs associated with the 2023-2024 budget, to identify opportunities for accelerating efforts to implement the Sustainable Bellevue Plan.



## High Quality Built & Natural Environment

**Priority 9: Advance a park funding strategy, including consideration of new funding sources for operations, maintenance and construction.**

**Accomplishments:** The Bellevue Parks and Open Space System Plan was adopted by the City Council on July 11, 2022 by Resolution 10110. In subsequent Council meetings, a parks levy package was compiled and approved by the Council for consideration on the November 8, 2022 ballot.

**In Progress/Ongoing:** Material and documentation for the parks levy voter initiative was prepared and submitted to King County Elections.

**Priority 10: Proceed with site selection and feasibility analysis for a major aquatic center in Bellevue.**

**Accomplishments:** City Council approved a Memorandum of Understanding with SplashForward to support fundraising for the new Bellevue Aquatic Center on March 28, 2022. Community meetings were held in June and September which have helped inform the Bellevue Airfield Park Master Plan options.

**Looking Ahead:** Staff will present the results of public outreach through the Summer to City Council in November.



## Bellevue: Great Places Where You Want to Be

**Priority 11: Continue to advance the Grand Connection as the city's signature gathering place. Establish the preferred crossing of I-405 and begin design discussions with WSDOT; build public support by completing city projects in the early implementation plan; educate key public and private funders on the unique opportunities available; and integrate the vision of the Grand Connection into the Wilburton plan.**

**Accomplishments:** Continued work with private-sector developers to further the Grand Connection vision along the corridor. Launching "Grand Connection Program" to coordinate work along the corridor across public and private sectors.

**In Progress/Ongoing:**

- Installation of major art piece at Northeast Entry to Downtown Park.
- Launch of public-private effort to design a catalyst crossing across I-405 with consideration to the future lid.
- Enhanced crosswalks (100th/Main) and intersections (NE 6th/108th and NE 6th/110th) in design with construction to follow shortly.
- Continued work on implementation of the Wilburton vision, including SEPA, policy, development, and LUC updates through the Comprehensive Plan periodic update.

**Looking Ahead:** Analyze placemaking stakeholders along the corridor, launch design for catalyst crossing of I-405 in early 2023.





# Bellevue: Great Places Where You Want to Be

**Priority 12: Work with King County and Sound Transit to ensure that Eastrail from Renton to the Wilburton Trestle is completed; complete the section of the trail from Kirkland to the Light Rail Maintenance Facility East; complete the interim connection through the Spring District; and begin to establish community connection points to Eastrail.**

## **Accomplishments:**

- The City Council approved a 2022 Legislative Agenda urging the Legislature to fund \$18 million for trail segments in Bellevue, including the I-90 Steel Bridge.
- Submitted joint application with King County for federal funding via the new Safe Streets for All program. Proposed Eastrail enhancements include connecting sidewalks at SE 5th Street and paving, lighting north to SE 1st Street.
- Full funding was secured for the Wilburton Trestle from project stakeholders, including the City, Amazon and the Legislature.
- The City advocated for the Move Ahead Washington transportation package that include \$18 million for trail segments in Bellevue, \$6 million for a connection to Gene Coulon Park and Southport (Renton), and \$5 million to widen the SR 202 bridge (Woodinville).
- A consultant was selected and final design of the Eastrail to Spring Boulevard Connector has begun.
- King County secured funding from stakeholders for the Northup Connector and approved an agreement with Eastrail Partners to advance the project beyond early design.
- WSDOT Renton to Bellevue project contractor is constructing pedestrian/bicycle bridge over I-405.
- The City Council approved property acquisition on SE 11th Street in the Woodridge neighborhood for future access to Eastrail. The King County Council approved property acquisition at the Doolittle site on 118th Avenue SE for future access from Eastrail to the Mercer Slough.
- WSDOT opened a 2.5-mile paved section of Eastrail trail between Renton and Bellevue as part of the I-405, Renton to Bellevue project in November 2021.

## **In Progress/Ongoing:**

- The City's Eastrail to Spring Boulevard Trail Link Project is recommended for \$4.9m in construction funding through the Puget Sound Regional Council's Federal Highway Administration regional project selection competition. Final approval from the PSRC Executive Board is expected in Oct.
- Work with King County Parks, Eastrail Partners and city lobbyists to demonstrate to WSDOT and the Legislature the need to appropriate Move Ahead Washington project funds for the Wilburton Trestle early in the 16-year program.
- King County's NE 8th Street Overcrossing Bridge continues construction with an estimated completion date in mid-2023.
- Ongoing design of the Eastrail to Spring Boulevard Trail Link Project.
- Eastrail Partners, Bellevue and King County continue to assess opportunities to secure full funding for the I-90 Steel Bridge.
- Beginning the outreach process to secure Woodridge neighborhood approval to amend the neighborhood restrictive covenant, as required to use the parcel for local public access.

## **Looking Ahead:**

- 60% design milestone for the Eastrail to Spring Boulevard Trail Link Project. Secure neighborhood approval for restrictive covenant at Woodridge site.
- Advance discussions about funding gap for the I-90 Steel Bridge, including potential grant application for federal funding.
- Final design and construction of the Northup Connector.





## Regional Leadership

**Priority 13: Be an active regional partner, whether it is with cities east of the lake, Seattle and King County, schools and special purpose districts, or the state and federal government. Strategically pursue public and/or private funding and partnerships where beneficial to Bellevue and the region. Establish a partnership with the Port of Seattle on our mutual areas of interest, including attraction of international business and tourism.**

**Accomplishments:**

- Consistent with Council's federal legislative agenda, Bellevue submitted a \$40 million grant application to USDOT.
- Bellevue secured seven Sound Cities Association appointments for 2022 and one appointment through Association of Washington Cities (seeking another).
- In July, Council accepted a grant award from the Port's Economic Development Partnership Grant.
- Council approved the 2022-23 Federal Legislative Agenda in April 2022.
- Bellevue was awarded \$120,000 to support small business and arts from the Port's Economic Development Partnership Grant.

**Looking Ahead:** Staff are currently drafting the 2023 State Legislative Agenda for Council input and adoption in November. Bellevue is using Port grant funding to activate the Grand Connection in partnership with the BDA, catalyze the BelRed Arts District, and support small businesses and entrepreneurs with the Small Business Development Center and Startup 425. Staff will prepare appointment applications for 2023 in Q4 of 2022.



## Achieving Human Potential

**Priority 14: Leverage the higher education institutions in Bellevue to benefit our residents and businesses. The Global Innovation Exchange and its partners present an opportunity to dramatically grow human potential in the field of technology innovation. The city should support GIX and take advantage of the financial and human benefits that will come from it. Bellevue College is an important partner in providing workforce development. The city should support the college, the faculty and students in the city's transportation and affordable housing plans. The city should implement the TechHire initiative to benefit the region's technology companies.**

**Accomplishments:** City Council received an update on baseline data for the workforce pilot project in May. The City hired a Workforce Specialist in March to help Bellevuans navigate available resources and enhance coordination with external partners.

**Looking Ahead:** Eastside cities and community organizations have begun to identify Bellevue and our Workforce Specialist as thought leaders in the space. Staff provided an additional update to Council on 9/19 identifying a 7,500-graduate gap on the Eastside for tech alone. Staff have begun work on updating the plan for the larger workforce effort to include more measurable outputs and outcomes.



# Achieving Human Potential

**Priority 15: Continue to implement the Diversity Plan, including determining the availability of and need for multicultural programming in the city and completing the cross-cultural study already underway.**

**Accomplishments:**

- Cross-Cultural Center Feasibility Study Phase III complete.
- HR and the DA Team have developed a strategic plan to carry out trainings in the beginning of the first quarter 2023.
- 13 new members have been appointed by the City Manager to serve on BDAN.
- Plans complete for award winning Civil Rights facilitator Joshua Barr to work with CCC team.
- Presentation to City Council occurred on September 26, 2022, about the progress toward the 2020-21 ADA Self-Evaluation and Transition Plan projects.
- Title VI Core Team created, and department representatives are trained.

**In Progress/Ongoing:**

- The CCC team have been meeting regularly and developing plans for moving forward.
- Conduct trainings for the various boards and commissions, leadership, as well as staff.
- Convene meetings to work on completing the DAP 2.0 work plan and outline.
- Support BDAN's ability to advise and improve the City's ability to communicate, collaborate and better serve Bellevue's diverse community.
- Conducting community engagement with community stakeholders in the cross-cultural project.
- Developing implementation plan for cross-cultural direction provided to staff by Council in May.

**Looking Ahead:**

- Develop cross-cultural programming within the City's community centers and with our community partners, as well as identifying possible non-profit partnerships for a future cross-cultural center.
- Convene a workgroup of subject matter experts to advance the DAP 2.0 work plan and outline.
- Complete an initial CCC team charter and work plan.

**Priority 16: Work toward an Eastside solution for a permanent location for a men's homeless shelter.**

**Accomplishments:** A groundbreaking was held in January for a 100-bed permanent men's shelter operated by Congregations for the Homeless (CFH) as part of the Eastgate housing campus.

**In Progress/Ongoing:** Construction is ongoing and remains on schedule.

**Looking Ahead:** Completion of the CFH Eastgate Men's Shelter and transition of operations from Lincoln Center to Eastgate is scheduled for March 2023.

**Priority 17: Explore a safe parking program for homelessness response.**

**Accomplishments:** City Council discussed program options in July 2022 and directed staff to develop an implementation plan and budget proposal for a one-year safe parking program on city-owned property, with contracted site and case management services, as well as outreach to religious organizations to support expansion of safe parking programs.

**In Progress/Ongoing:** Staff is developing program details, selecting a city-owned host site, and conducting legal analysis. Staff regularly coordinates with outside partners including KCRHA Vehicle Residency Working Group, Eastside cities, and safe parking locations.

**Looking Ahead:** The Council will receive an update on the pilot safe parking program in December 2022; anticipate release of operator RFP in early 2023.



# High Performance Government

**Priority 18: Build trust in government by developing and implementing a comprehensive communication plan with proactive strategies and systems, and robust, transparent, open public engagement processes. Characteristics that were discussed include: Share clear and timely information; engagement – getting input; and the more we listen, the more responsive we are.**

**Accomplishments:** Initial research for the comprehensive communication plan was completed prior to 2022. A consultant has been hired to draft the initial plan for staff review.

**In Progress/Ongoing:** Onboarding consultant and gathering background information to include in the draft plan during Q3-Q4 2022.

**Looking Ahead:** Initial draft anticipated completion in Q4 2022.

**Priority 19: Identify and implement technologies that improve customer service by the City of Bellevue.**

**In Progress/Ongoing:**

- New AV equipment is expected to be installed by the end of October as outlined in the updated scope of work for the Hybrid Council Meeting project.
- GIS Open Data project has started.
- The team is reviewing a platform approach to service management in the Enterprise CRM Analysis project in potentially leveraging one platform to serve internal customer service requests as well public-facing service requests.

**Looking Ahead:**

- Procurement options for a Service Management platform.
- A project to enable hybrid Council meetings is expected to be completed by the end of 2022.

**Priority 20: Establish a long-range financial strategy that includes options that respond to the future operating and capital needs of the city.**

**Accomplishments:** The 2023-2024 Preliminary Budget continues implementation strategies to provide fiscal sustainability for the City including continuing prior cost reductions, and increasing revenue to address a growing and urbanizing city. If adopted, the near-term outlook shows the fiscal gap narrowing substantially in years 2025/2026 barring a severe recession or other economic downturn. The main drivers for the City are twofold: Revenue structural imbalance not keeping pace with expenditure growth and urbanization and new growth creating additional expenditure pressures.

**In Progress/Ongoing:** : As the economy continues to unfold in the aftermath of COVID and recession, staff will monitor the structural deficit and return to Council in 2023 with next steps.

**Looking Ahead:** Even with the advances presented in the preliminary budget, the long-term outlook shows a continual structural deficit. Staff will continue to present options to Council for the longer-term outlook as the mid-biennium approaches. The main drivers for the structural deficit are twofold: Revenue structural imbalance not keeping pace with expenditure growth and urbanization and new growth creating additional expenditure pressures.

**Priority 21: Develop and establish a new brand identity for the City of Bellevue that reflects both our past and our future; an identity that is iconic and leaves a lasting impression that Bellevue is a place that people want to live, work, learn and play.**

**In Progress/Ongoing:** This initiative remains on hold until further direction is received.



# High Performance Government

**Priority 22: Leverage data and technology to enhance community engagement, equity, and accountability. Measure and share interactive reports of key performance indicators across city services. Increase the reporting of correlated and aggregated community inputs to inform future policies. Set up a dashboard to continuously report on progress against council priorities/vision.**

**Accomplishments:** Publish interactive Budget Data by leveraging Questica Openbook.

**In Progress/Ongoing:** Commencing on the Public Safety Customer Communication Software project to provide a modern customer service platform for the public with the intent on building trust and optimizing operations.

**Looking Ahead:** RFP for replacing the current Performance Management/M Measurement System.