

City of Bellevue Transportation Department Strategic Team Update 2025 Keeping Bellevue Moving Forward





This document provides an update on the Transportation Department’s Strategic Plan work in 2025. The Strategic Plan identifies and guides strategic improvements and highlights work the department is doing that is highly visible and transformative to our community. This work is summarized as initiatives that are organized into four different Perspectives. Work on the plan is guided by the Strategic Team, which is composed of the managers, Assistant Directors, Deputy Director and Director of the Transportation Department.

The Strategic Team is committed to the City of Bellevue’s Core Values and incorporates them into both this plan and the department’s daily work. For example, **Strategic Plan Initiative IP9-Diversity Team Work Plan** promotes Diversity, Equity and Inclusion in the department, and **FP4 – Financially sustainable strategy development and implementation** ties in with Stewardship.

The City Council Vision and Strategic Target Areas also guide department policy and function. The Safe and Efficient Transportation System target area encompasses much of the department’s work, but it also contributes to many other strategic target areas. For example, **CP4 – Implement Vision Zero Action Plan** supports Community Safety and Health, and **FP1 – Ensure viability and enhance grants program** helps the department deliver and maintain High Quality Built and Natural Environment.

City of Bellevue Core Values

- Exceptional Public Service
- Stewardship
- Commitment to Employees
- Integrity
- Innovation
- Diversity, Equity and Inclusion

Council Strategic Target Areas

- High Performance Government
- Vibrant Economy
- Safe and Efficient Transportation System
- High Quality Built and Natural Environment
- Community Safety and Health
- Thriving People and Community

2025 Strategic Team members

Customer Perspective	Employee Learning & Growth Perspective	Financial Perspective	Internal Perspective
<p>Perspective Lead: Molly Johnson</p> <p>Brian Breedan Franz Loewenherz Laura Milstead Tyler Moore Mark Poch Adam Weir</p>	<p>Perspective Lead: Chris Long</p> <p>Jeremy Chin M’Lisa Marks John Murphy Tim Stever</p>	<p>Perspective Lead: Jason Bentosino</p> <p>Lacey Jane Wolfe Andrew Singelakis Eric Miller Daniel Lai Dale Lydin</p>	<p>Perspective Lead: Maher Welaye</p> <p>Vanessa Humphreys Shuming Yan Bret Tredway Kyle Potuzak</p>

Initiatives completed in 2025

FP7-1 – Transportation fee ordinance (Wireless Communications Fee Schedule)

The City Council adopted the Transportation Wireless Communications Fee Schedule on November 18, 2025. This schedule applies to wireless facilities located in the public right-of-way and provides greater transparency, a framework for adjusting fees over time, and a consistent, defensible approach for establishing and enforcing these fees.

IP3 – Retaining as-builts, materials documentation and CAD Files

The initiative team partnered with IT to streamline records management by creating a process for storing and searching as-built plans and material documentation after project completion. As part of this effort, the team has begun uploading as-built plans and CAD files to a new SharePoint site using an improved directory structure.

Customer Perspective

Goal: Maintain and improve mobility options that are multimodal, safe, effective, sustainable and embraced by community.



Initiatives in progress

In 2024, the Transportation Commission and staff used the technical scoring process in the MIP Implementation Guide to identify high-priority performance target gaps and developed project concepts as recommendations for consideration in the update of the Transportation Facilities Plan.

The City Council approved an update of the Mobility Implementation Plan (MIP) in 2025. This update, as recommended by the Transportation Commission, added a Pedestrian Level of Traffic Stress metric, embedded the Pedestrian and Bicycle Transportation Plan arterial networks and trails projects, and updated tables, graphics and maps to reflect additional data, including the analysis accomplished through the FEIS for the Comprehensive Plan Update.

CP2 – Bellevue Transit Coordination

In 2025, Bellevue City Council supported the Locally Preferred Alternative for King County Metro’s RapidRide K Line project. The locally preferred alternative establishes the K Line route and identifies potential speed and reliability improvements and access improvements. The K Line will connect Bellevue and Kirkland with fast, frequent, and reliable service, planned to begin in 2030.

CP4 – Implement Vision Zero Action Plan

In 2025, several proven safety countermeasure projects were implemented along with a number of new pedestrian and bicycle facility projects. Bellevue City Council approved a speed safety camera program expansion that will be implemented in 2026. Staff maintained momentum on USDOT SS4A and SMART grant-funded activities.

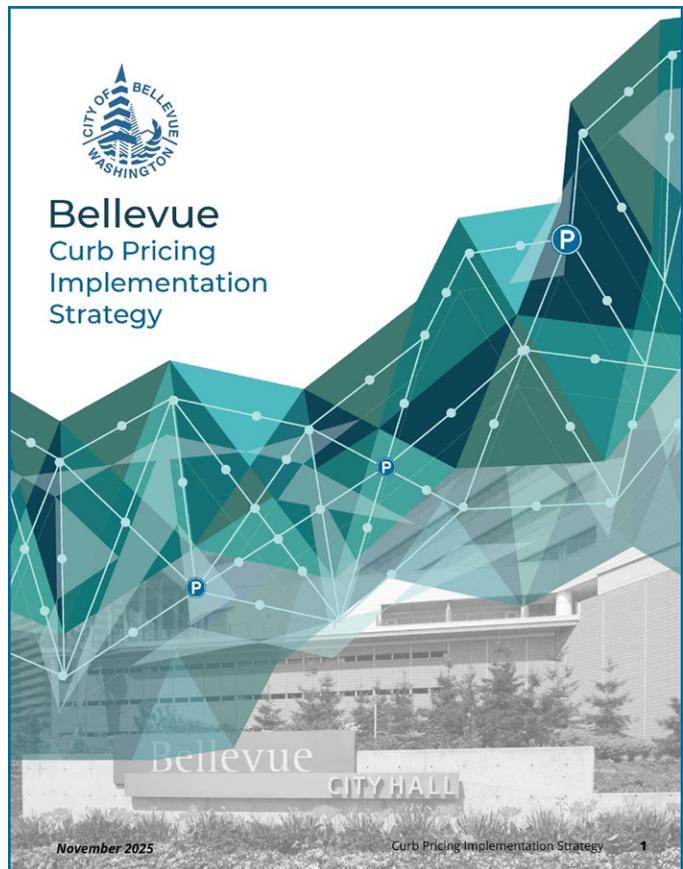
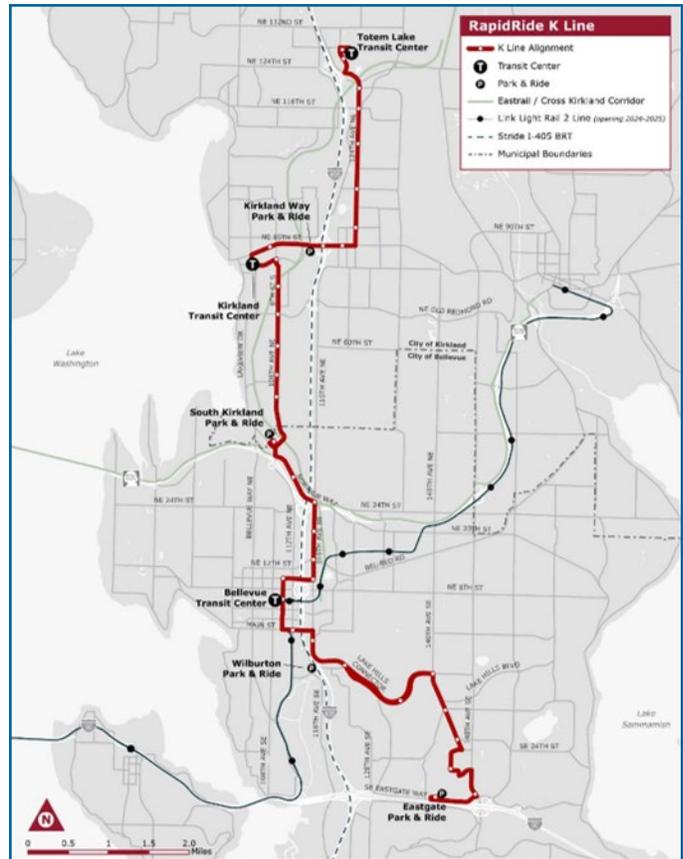
The 2026 Vision Zero Action Plan has been finalized, which identifies the Safe System planning, demonstration, and implementation activities staff will advance this year.

CP7 - Advance Regional Partnerships & Projects

In 2025, Bellevue successfully advocated nearly \$100 million to be allocated from the state budget to the I-405/SR 167 corridor for Renton to Bellevue Widening and Express Toll Lanes and other corridor projects. Bellevue also successfully advocated to the King County Council to fund the Eastrail I-90 Gap project through the 2026-2031 King County Parks Levy. The levy was approved by voters in August. Bellevue continues to provide support for regional projects by WSDOT (I-405 ETL, Sunset Creek and Lewis Creek) and Sound Transit (Stride BRT).

CP8 - Develop and Implement a Curb Management Plan

The Curb Pricing Study began in late 2024 and is expected to run into early 2026. The project team has gathered feedback from public stakeholders and the Transportation



Commission to help develop the draft Curb Pricing Implementation Strategy document. Staff presented the strategy document to the city council in December 2025. Councilmembers directed staff to move forward with the implementation planning for curb pricing which could be introduced in Bellevue as early as 2027.

CP10 – Transportation Demand Management

In 2025, staff completed an update of the Commute Trip Reduction (CTR) Plan to guide their work for the 4-year plan period, 2025-2029. Since 2023, Bellevue’s CTR worksites increased by 70%, for a 2025 total of 85 CTR-affected worksites. Staff also continue to pursue and solidify direct and King County pass-through grant funding agreements that will substantially fund the program staffing and activities through 2026 and beyond.

Upcoming initiatives

CP9 - Promote community and staff culture that embraces a range of mobility options

The City of Bellevue is preparing to launch a shared e-scooter and e-bike program in 2026. Throughout 2025, Transportation staff worked with the Transportation Commission to align Bellevue City Code with Washington State law and neighboring jurisdictions, ensuring clearer and safer e-scooter policies. After the city council approved the code amendments, staff convened and Executive Subcommittee, composed of directors and assistant directors, helped shape program principles and provide feedback on potential operations. With stronger codes in place, insights gathered from peer cities, and input from a cross-departmental team, Transportation will issue an RFP to implement the program in 2026.

Employee Learning and Growth Perspective

Goals: Ensure knowledge sharing so there is continuity, resiliency and depth of knowledge among staff. Build capabilities of staff to advance new ideas and initiatives.

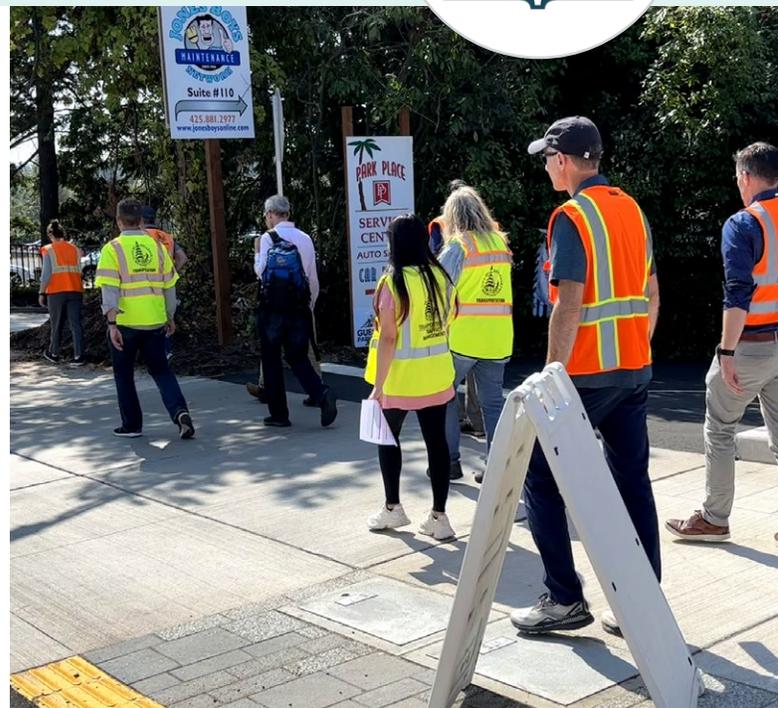


Initiatives in progress

ELG1 – Advance employee training opportunities

Advance employee training opportunities in coordination with the Training and Employee Development (TED) Action Team and enterprise (citywide) initiatives.

The TED Team continued delivering regularly scheduled Training Digests throughout 2025, added a new member (Julia Qian), collaborated with BQR to host a Department Walkshop to visit the 130th Ave NE project site, and improved the physical library with updated resources and a new, more accessible location. The Walkshop attracted ~15 people from all divisions in the department; based on feedback and success, another Walkshop in 2026 is being planned.



Staff at 130th Ave NE Walkshop

ELG12 – Onboarding Action Team

This action team is now part of the ELG perspective. This year, the team relaunched the survey of new hires to receive feedback on their onboarding experience. The feedback was very positive and included a few constructive suggestions for improvement. This team will continue to perform the care and feeding of the Onboarding program on an annual basis.

Upcoming initiatives

ELG8 – Implement knowledge sharing program

In coordination with the Knowledge Sharing Action Team, the team develops guidance for managers to ensure completion of knowledge sharing forms by all staff. There have been a few creative models used in the department for documenting various processes that may provide a more effective way to retain institution knowledge. In 2026, the action team will assess the application of the program and how some teams collectively documented pertinent processes instead of doing individual forms.

ELG11 – Expand internship program

Evaluate existing internship program and look for ways to expand the use of interns in the department, which will support the education of the next generation of our industry and better ensure a candidate pool for future openings at the city. The S-Team will be looking to create a staff action team to evaluate our current internship program and evaluate whether changes or expansion should be considered for summer/fall of 2025.

Financial Perspective

Goals: Efficient and balanced use of resources. Secure stable and consistent revenue.



Initiatives in progress

FP1 – Ensure viability and enhance grants program

The Department was awarded over \$12.7 million in grants in 2025 (9 awards, including just under \$9.6 million in increases to previously awarded grants). Multiple applications are planned or pending in 2026 and we continue to identify funding opportunities offered by the state, federal government and other programs. The PSRC, however, is proposing to defer its 2026 primary call for federal (FHWA & FTA) grant applications from 2026 to 2027. This work is ongoing.

FP4 – Financially sustainable strategy development and implementation

This initiative reflects the Department Director's role and strategy in the Leadership Team's discussions and recommendations for implementing a financially sustainable strategy for both the operating and capital budgets as we head into the 2027-2028 Budget process.

FP10 – CIP Portfolio Approach

Transportation entered a contract with Matrix Consulting Group to develop a portfolio-based approach to our CIP program. This approach allows us to better organize and prioritize our CIP programs and projects, which in turn will help the city council and public better understand the city's unfunded multi-modal transportation capital needs. After review and final adoption of the portfolio approach, the next step will be to establish the criteria and weightings used to rank all our funded and unfunded CIP projects and programs. Once the portfolio structure is in place and the initial

prioritization of projects and programs within the portfolio is completed, we will use this information to guide the budget process for the unmet capital needs in transportation, and work with city leadership on potential revenue alternatives. This effort is closely related to FP11 – New Revenues/ Financial Strategy for CIP.

FP11 – New Revenues/Financial Strategy for CIP

Transportation will be supporting discussions and possible action regarding new revenue sources to help meet unfunded multi-modal transportation capital needs. This may include further leveraging the recently formed Transportation Benefit District. This effort is also closely related to FP10 – CIP Portfolio Approach, which will help Transportation to better organize our capital plan in a more understandable structure that, among other things, will demonstrate prioritized needs in the different modes of transportation we provide. Near-term actions include further engagement with the CMO, Council, and the 2027-2028 Budget process, as well as advanced planning for possible public outreach.

Upcoming initiatives

FP3 – Multi-modal impact fee program

Integrate the Mobility Implementation Plan (MIP) into the Transportation Impact Fee Program, by including projects that provide multi-modal capacity for the users of development. This is Phase II of the MIP, and we will complete an issue paper by the end of 2026. Focused effort to identify funding strategies for funding bicycle infrastructure.

FP7 – Transportation fee ordinance (Other Fees Non-DS)

In 2026-2027, staff will be evaluating other existing Transportation Fees that are outside of Development Services such as ROW leases and shuttle leases. Also, with the Curb Management Plan (CMP) pricing strategies, there may be new fees that are considered.

FP8 – Budget Development Process

This initiative is highly dependent on the launch of the City’s overall budget process and will take a refreshed look at Transportation’s internal budget development to better align with the citywide process, the Department’s organizational structure, and greater focus on advancing diversity, equity and inclusion (DEI) in how we budget and how/where we deliver services and projects.

FP9 – Budget Monitoring

This initiative is highly dependent on the City’s new monthly Business Reviews (MBR) program, with the first MBR for Transportation conducted in December 2025. We will take a refreshed look at Transportation’s budget monitoring process and tools available for our managers and staff in support of this program and our overall budget monitoring efforts.

Internal Perspective

Goals: Establish clear priorities. Improve processes and procedures.
Develop systems to support data-informed decisions.



Initiatives in progress

IP1 – Framework to identify and prioritize internal perspective work items

Developed and implemented staff outreach plan to begin soliciting proposals based on the list of principles for identifying and prioritizing system and process improvements. The team also established an agenda and meeting recurrence based on the team charter established in 2024, as well as addressed turnover of team members.

IP5 – Project Management System

In 2024, a project management system was selected in partnership with the Utilities Department. While Trimble E-Builder was initially chosen, it did not meet the required functions. As a result, Smartsheet—already in use by IT—has been selected as the project management system for Transportation, Utilities, FAM, and Parks. The next step is to implement a pilot project to further evaluate its effectiveness for Transportation.

IP6 – Develop a Complete Streets Code process

The initiative to create a process for implementing Complete Streets to the maximum extent practical, along with a template for documentation and approvals, is nearing completion. The next step is to conduct an internal team review.

IP9-Transportation Diversity Work Plan

Transportation’s diversity team developed activities that formed the foundation for the department’s Strategic Equity Plan and partnered with the city’s Diversity Advantage and Business Intelligence teams to identify Key Equity Indicators (KEIs) that align with the city’s DAP 2035 Equity Objectives and Strategic Target Areas. These equity plans create consistency across departments, establish measurable outcomes, and integrate equity into core business practices such as budgeting and performance reviews. By doing so, the city can track progress, communicate impact, and advance diversity, equity, and inclusion in a structured and accountable way. The next step is for Transportation’s diversity team to align the work plan with the newly formed Strategic Equity Plan.



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