



Puget Sound Regional Council

Operations Committee

Thursday, September 24, 2026 • 9:00 – 9:50 a.m. **early start time**

Hybrid Meeting – PSRC Conference Room - 1201 Third Avenue, Suite 500, Seattle, 98101

Watch or listen

- Watch the meeting live via webinar:
<https://psrc-org.zoom.us/j/82174237820?pwd=JXCx2A0UMDbliDexTROQBDywY7htPX.1>
- Listen by phone 1-888-475-4499, Webinar ID: 821 7423 7820, Passcode: 790890

Attend

- The public can attend meetings at [PSRC's office](#).
- PSRC staff will be available to provide floor access 10 minutes before the meeting's start time and up to 15 minutes after the meeting's start time.
- If you arrive after these times, please call 206-464-7090 for assistance.

Provide public comment

- **Public comment must relate to an action or discussion item on the agenda. Each member of the public will have 2 minutes to speak.**
- **In-person**
Public comment may be made in person at PSRC's office.
- **Comment via Zoom webinar**
Following the Call to Order, the Committee Chair will open public comment and allow attendees to "raise hand" to speak. When your name is called, unmute your microphone to speak. The committee will hear the audio but not see your video.
- **Written comments**
Comments may be submitted via email to mdaily@psrc.org by 8:00 a.m. the day of the meeting. Comments will be shared with board members.

Public comments are public records and may be subject to disclosure pursuant to the Public Records Act, RCW Chapter [42.56](#).

1. Call to Order and Roll Call (9:00) – Executive Ryan Mello, Chair

2. Communications and Public Comment

Public comment must relate to an action or discussion item on the agenda.

3. Consent Agenda - Action Items

- a. Approve Minutes of Meeting held July 23, 2026
- b. Approve Vouchers July 13, 2026, Through September 8, 2026, in the Amount of \$2,557,803.35.

4. Action Items

- a. Approve an Increase to Fixed Asset and Inventory Thresholds
- b. Approve Contract Authority for Investment Advisor for Deferred Compensation (457B)
- c. Approve Budget Authority for 2030 Planning Support
- d. Approve Contract Authority for Consultant Services for Board Room Audio
- e. Approve Contract Authority for Continued Information Technology (IT) Support

5. Information Items

- a. New Employee Status Report
- b. Budget Schedule
- c. Base Pay Market Study
- d. Annual Weighted Votes Revision
- e. Monthly Budget Report
- f. Contract Status Report
- g. Grant Status Report
- h. Save the Date: Joint Board Session on Community Outreach – Thursday, October 29, 10:00 AM – 12:00 PM

6. Next Meeting:

Thursday, October 22, 2026, 9:30 – 9:50 a.m.

7. Adjourn (9:50)

Board members please submit proposed amendments and materials prior to the meeting for distribution. Organizations/individuals may submit information for distribution. Send to Marc Daily, e-mail mdaily@psrc.org or mail.

For language or ADA assistance at PSRC board meetings, please contact us at 206-464-7090 at least 72 hours in advance of the meeting. For TTY-based telecommunications relay service dial 711.

العربية | Arabic, 中文 | Chinese, Deutsch | German, Français | French, 한국어 | Korean, Русский | Russian, Español | Spanish, Tagalog, Tiếng việt | Vietnamese, visit <https://www.psrc.org/contact/language-assistance>.



Puget Sound Regional Council

MINUTES

Operations Committee

July 23, 2026

1201 Third Ave., Ste 500, Seattle, WA 98101

CALL TO ORDER AND ROLL CALL

Executive Ryan Mello, Operations Committee Chair, called the meeting to order at 9:30 a.m. The meeting was held in a hybrid format, with options for in-person and remote participation.

Roll determined that there was a quorum.

COMMUNICATIONS AND PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA – ACTION ITEMS

ACTION: It was moved and seconded (Strakeljahn/Flemming) to

- a. Approve Minutes of Meeting held June 25, 2026
- b. Approve Vouchers June 8, 2026, through July 6, 2026, in the Amount of \$1,635,834.59.

The motion passed.

ACTION ITEM: APPROVE MEMBERSHIP FOR PORT GAMBLE S'KLALLAM TRIBE

Marc Daily, PSRC, shared that Josh Brown, PSRC Executive Director, met with the Port Gamble S'Klallam Tribe to invite them to join PSRC. The tribe has submitted a request to become members.

It was moved and seconded (Simpson/Flemming) to:

1. Recommend that the Executive Board approve the membership request from Port Gamble S'Klallam Tribe to join the Puget Sound Regional Council, effective July 23, 2026.

2. **Recommend the Executive Board authorize the Executive Director to assess the Port Gamble S'Klallam Tribe membership dues beginning in Fiscal Year 2028 (July 1, 2027 - June 30, 2028).**

The motion passed.

ACTION ITEM: APPROVE INCREASE IN REVOLVING FUND AMOUNT

Andrew Werfelmann, PSRC, presented a request to increase the revolving fund account from \$10,000 to \$20,000 to improve payment processing efficiency and address delays in vendor payments.

**It was moved and seconded (Strakeljahn/Flemming) to:
The Executive Board should authorize the Executive Director to increase the amount of the revolving fund account from \$10,000 to \$20,000.
The motion passed.**

ACTION ITEM: APPROVE PSRC FY2027 INDIRECT COST RATE

Andrew Werfelmann, PSRC, presented updated benefit and indirect rates used for recovering administrative costs. Mr. Werfelmann explained the methodology and noted the rates reflect cost savings, including reduced office lease expenses.

**It was moved and seconded (Strakeljahn/Flemming) to:
Recommend the Executive Board approve PSRC's Fiscal Year 2027 indirect cost rate proposal with a benefit rate of 54.03% and indirect rate of 48.21%.
The motion passed.**

INFORMATION ITEMS

- a. New Employee Status Report
Thu Le introduced one new employee: Heidi Shepard, Transportation Planning
- b. Monthly Budget Report
- c. Contract Status Report
- d. Grant Status Report

The committee reviewed monthly reports.

NEXT MEETING

The committee will not meet in August. The next committee meeting is scheduled for Thursday, September 24, 2026.

ADJOURN

The meeting adjourned at 9:56 a.m.

This content was generated with the aid of Generative AI and subsequently verified and revised by PSRC staff.

ATTACHMENTS

A. Attendance July 23, 2026

PSRC Operations Committee 2026 - July 23, 2026
3.a - Att. A

Jurisdiction		Member	Attend
King County	2	Vacant	
		Vacant	
City of Seattle	1	CM Eddie Lin	
		Vacant Alt.	
King County Cities/Towns	1	CM Chris Roberts, Shoreline	
		MYR Dana Ralph, Kent Alt.	
Kitsap County & Cities/Towns	1	MYR Rob Putaansuu, Port Orchard	
		COM Axel Strakeljahn, Port of Bremerton Alt.	1
Pierce County	1	Executive Ryan Mello	1
		CM Dave Morell Alt.	
Pierce County Cities/Towns	1	MYR Stan Flemming, University Place	1
		CM Jeff Sproul, Orting Alt.	
Snohomish County	1	CM Sam Low	1
		CM Jared Mead Alt.	
Snohomish County Cities/Towns	1	MYR Pro Tem Bryan Wahl, Mountlake Terrace	
		MYR Pro Tem Jacob Walker, Monroe	1
Statutory Members: Ports, WSDOT, WA Trans. Commission	1	COM David Simpson, Port of Everett	1
		COM Glen Bachman, Port of Everett	
Members	10		6
		(Quorum = 5) Quorum Total	6



Puget Sound Regional Council

September 17, 2026

CONSENT AGENDA

To: Operations Committee

From: Josh Brown, Executive Director

Subject: **Approve Vouchers Dated July 13, 2026, Through September 8, 2026, in the Amount of \$2,557,803.35**

IN BRIEF

Two representatives of the Operations Committee review and sign off on the vouchers. In accordance with RCW 42.24.080, following the Operations Committee's review, the Executive Board approves the vouchers.

RECOMMENDED ACTION

Recommend the Executive Board approve the following vouchers:

REQUESTED

<u>WARRANT DATE</u>	<u>VOUCHER NUMBER</u>	<u>TOTALS</u>
07/13/26 - 09/08/26	AP Vouchers	\$ 947,490.90
07/15/26 - 08/31/26	Payroll	\$ 1,610,312.45
		\$ 2,557,803.35

For additional information, please contact Andrew Werfelmann, Budget Manager, at 206-971-3292 or awerfelmann@psrc.org.



Puget Sound Regional Council

September 17, 2026

ACTION ITEM

To: Operations Committee

From: Josh Brown, PSRC

Subject: Approve an Increase to Fixed Asset & Inventory Thresholds

IN BRIEF

Currently, PSRC capitalizes assets that are in excess of \$5,000 with a useful life of more than two years. In addition, small and attractive assets (items that are less than \$5,000, but more than \$300 for laptops, tablets and cellphones and more than \$1,000 but less than \$5,000 for camera equipment, desktop computers, server and television equipment) are inventoried and tracked.

PSRC has found that the volume of depreciable assets under \$10,000 is 66% of total assets, but only 9% of total value. The thresholds have not been adjusted for inflation for over 20 years.

RECOMMENDED ACTION

PSRC would like to update the financial budgetary policies to reflect the following:

- Increase depreciable assets from \$5,000 to \$10,000
- Increase threshold for small and attractive assets (laptops, tablets and cellphones) from \$300 to \$1,000
- Increase threshold for small and attractive assets (camera equipment, desktop computers, server and television equipment) from \$1,000 to \$2,000

BUDGET IMPACT

The budget can support this change in policy.

DISCUSSION

The change will capture the higher value depreciable assets and save time on tagging and tracking small and attractive assets with little impact to total fixed asset value.

For additional information, please contact Lili Mayer, Finance Manager, at LMayer@psrc.org or 206-971-3268, or Andrew Werfelmann, Budget Manager, at AWerfelmann@psrc.org or 206-971-3292.

ATTACHMENTS

A. PSRC Financial Budgetary Policies 2026

Attachment A – Financial & Budgetary Policies

PSRC FINANCIAL & BUDGETARY POLICIES

The following financial and budgetary policies were developed to guide and inform decision making, and related administrative procedures and practices. These policies will be incorporated into the Biennial Budget and Work Program and will be reviewed and updated every two years by the Operations Committee during the budget development process, or as necessary.

PSRC exercises its authority and carries out its responsibilities pursuant to a variety of statutes per Resolution No. PSRC-EB-2015-01, adopted July 23, 2015 (Appendix A-2).

FINANCIAL & BUDGETARY PLANNING POLICIES**1. Balanced Budget Policy**

PSRC is committed to a balanced budget and will maintain a balanced budget over the two-year period of the Biennial Budget and Work Program. This means that operating revenues must fully cover operating expenditures.

2. Budgeted Carryover

Awarded grant revenues that were not expended in the biennium will be carried over into the next biennium. The local funds required to match the remaining grant would also be carried over into the next biennium. Project progress will be monitored by quarterly progress meetings with finance and Program Directors.

3. Budgetary Authority

Two levels of budgetary authority exist to amend budgetary amounts within the corresponding budgetary classifications of Task and Sub-Tasks within the Biennial Budget and Work Program:

- Directors will have the flexibility to transfer budgetary amounts from one sub-task to another within a task provided the amount transferred does not exceed 20% of the total biennial budget.
- The Executive Director will have authority to transfer budgetary amounts between tasks provided that the amount transferred does not exceed 20% of the total biennial budget.
- The Executive Board's approval will be required to transfer budgetary amounts between Work Elements when the amount exceeds 20% of the biennial total budget.

4. Budget Development, Adoption and Amendment

The Operations Committee has primary responsibility for the development and maintenance of the biennial budget and work program. Every two years a biennial budget is prepared with the option of a supplemental budget after the first year. The Operations Committee recommends budgets and budget amendments to the Executive Board for approval. The General Assembly meets annually in the spring and votes to adopt the approved biennial budget or supplemental budget.

Budget amendments: A budget amendment is needed for a major revision to the budget and work program that involves either the addition or deletion of a major work task; the addition or deletion of a new funding source; or any transfer of funds within the budget that exceeds 10% of the overall budget. Budget amendments require Executive Board approval.

Administrative budget modifications: Administrative budget modifications include minor changes to the funding of a previously- included work task; or minor changes (less than 10% of total budget amount) to a previously included funding amounts. Administrative budget modifications do not require Operations Committee review or Executive Board approval. Budget modifications are approved by the Executive Director or their designee.

5. Unified Planning Work Program Amendments (UPWP)

Washington State Department of Transportation (WSDOT) tracks all amendments to the UPWP. Budget amendments that do not exceed 10% of the total budget may be amended without approval by WSDOT. All other budget amendments, including those that add new sources of funding and new scopes of work, must be included in an UPWP amendment request sent to WSDOT, Federal Highway Administration and Federal Transit Administration for approval before funds can be spent.

6. Long Range Financial Planning

PSRC will assess the long-term financial implications of changes to our current or proposed budget. PSRC will develop and maintain a six-year financial plan and project a long-term revenue and expenditure forecast of proposed changes. The six-year financial plan will serve as a forecast of likely financial outcomes of our proposed workplan.

7. Assets

a. Inventory

Accounting is responsible for maintaining records for all assets (capital and small and attractive assets) belonging to the Puget Sound Regional Council.

- Capital assets are any asset such as computers, office equipment and software systems, with a unit cost greater than \$10,000 and an estimated useful life in excess of two years. Capital assets are recorded at cost and depreciated or amortized on the straight-line method over the estimated useful life of the asset. PSRC will recognize an half year's depreciation in the year of acquisition and a half year's depreciation in the final year of useful life, regardless of when the asset was acquired during the fiscal year. Additional assets may be capitalized if their individual acquisition is below \$10,000 but if in the aggregate collectively exceeds \$100,000. Such assets may include computers and furniture.
- A small and attractive asset includes, but is not limited to, any asset, excluding furniture, with a unit cost of less than \$10,000 but:
 - More than \$1,000 for laptops, tablets, and smart phones.
 - More than \$2,000 for camera equipment, desktop computers, server equipment, and television equipment.Small and attractive assets are inventoried for physical and accounting control, but not capitalized.
- Finance staff, with the help of IT staff, will inventory and assess the condition of all capital assets annually, or periodically, as needed. Information recorded about assets may include description, location, physical dimension, condition, warranties, maintenance history, estimated replacement cost, usage statistics (mileage), book value, original useful life and remaining useful life. Assets will also be evaluated periodically to determine if they still provide the most appropriate method to deliver services.
- Staff complete an Employee Use Agreement Form for all PSRC equipment issued to them and are responsible for safeguarding those assets. The Budget Manager in charge of inventory is the custodian of these forms and will keep them current.

- As needed, the Senior IT Specialist regularly monitors the list of assets that need replacement and proposes to the Deputy Executive Director and Finance. Procurement for asset replacement(s) will follow PSRC's Purchasing Policies.
- The biennial budget will anticipate the need for asset replacements and provide ample budget within the depreciation line item of the indirect cost budget to cover the cost of replacing obsolete assets.

b. Lost or Stolen Property

It is PSRC's duty to immediately report any known or suspected loss of public funds or assets or illegal activities (RCW 43.09.185). If, after a thorough search, an asset is determined to be lost or stolen, it will be reported immediately to the Finance Manager. The Finance Manager will report the loss to the State Auditor's Office. For more information on reporting known or suspected losses, refer to the SAO website at <http://www.sao.wa.gov>. In addition, a police report may also be filed.

REVENUE POLICIES

8. Revenue Diversification & Stabilization

PSRC encourages diversification of revenue sources by seeking funding opportunities that contribute to accomplishing the Budget and Work Program and fulfill the mission of PSRC. Diversified sources of revenue enhance agency stabilization and allow PSRC to handle fluctuation in any one revenue source.

9. Membership Dues

PSRC and Central Puget Sound Economic Development District (EDD) assess dues to membership annually. Revenue from membership dues is used to provide match funds for Federal and State grants and to support the agency Work Program.

PSRC and EDD dues are invoiced annually to each member on a single combined invoice. Each biennium, while developing the revenue and expenditure assumptions for the next biennial budget and work program, PSRC will reassess the need for a dues increase.

10. Use of Project Specific Revenues

Project specific revenues will support project specific expenditures as well as the appropriate overhead cost.

11. Use of Unpredictable Revenues

For budgeting purposes, revenues shall be estimated conservatively. Highly likely but uncertain revenue sources will be classified as anticipated. The expenditures associated with these anticipated revenues will be shown in the budget as encumbered until the anticipated revenues are secured.

EXPENDITURE POLICIES

12. Debt Capacity

Use of debt requires authorization of the Operations Committee and Executive Board. PSRC may use short-term debt, with a term of three years or less, to cover cash flow shortages that may be caused by a temporary delay in receiving federal and or state grant reimbursements.

The use of long term debt, with a term of more than three years, may be considered on a case-by-case basis subject to approval by the Executive Board.

13. Reserve Account

A reserve fund amount will be budgeted every two years to provide for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs or decreases in revenue.

PSRC will maintain a reserve fund balance of between one and three months of projected expenditures. A target reserve fund balance of two months of operating expenditures is recommended. If PSRC falls below the recommended reserve fund balance then any excess year-end local funds will be used to build or replenish the reserve fund.

a. Authorization of Use of Reserve Funds

Reserve funds can be authorized for use in either a non-emergency or emergency situation.

Authorization of reserve funds in a non-emergency situation will be approved by the Operations Committee and Executive Board. A non-emergency situation can include, but is not limited to temporary revenue shortfalls, temporary cash flow shortfalls or unpredicted one-time expenditures.

Either the PSRC Executive Board President or Vice President may determine if an emergency situation exists and authorize the Executive Director or their designated representative to use reserve funds to provide continuity of business. Use of reserve funds for an emergency shall not exceed more than 50% of total reserve funds. An emergency is generally considered to be an event or set of circumstances—natural, technological, or human-caused—that requires a response to protect life or property, or results in loss of life or property (e.g., earthquakes, severe weather, flood or water damage, fire, tsunamis, public health and medical emergencies, and other occurrences requiring an emergency response).

Following an emergency, financial staff will complete a financial reconciliation report of emergency funds expended for review by the Operations Committee.

14. Operating Expenditure Accountability

To help project managers stay on time and under budget with their projects, monthly budget-to-actual, grant status, and contract status reports are produced by finance and distributed to directors, program managers and project managers as needed. Quarterly meetings between financial management and program management ensure that project progress is monitored and operating expenditures are consistent with revenues. Budget adjustments are made as necessary.

AMENDMENTS

Approved by the Operations Committee December 4, 2014

Adopted by the General Assembly April 30, 2015

Amended by the Operations Committee December, 2016

Administratively Amended May, 2017

Administratively Amended August 2021

Administratively Amended August 11, 2023

Administratively Amended December 5, 2023



Puget Sound Regional Council

September 17, 2026

ACTION ITEM

To: Operations Committee

From: Josh Brown, PSRC

Subject: **Approve Contract Authority for Investment Advisor for Deferred Compensation (457B)**

IN BRIEF

PSRC contracts with Mission Square to provide our employer-sponsored deferred compensation (457B) plan. To fulfil PSRC's fiduciary responsibility and to maximize the benefits of our 457B plan, we want to explore 457B plan servicing options.

RECOMMENDED ACTION

Authorize the Executive Director to enter into a consultant contract for \$10,000 or more.

BUDGET IMPACT

No budget impact.

DISCUSSION

PSRC is interested in partnering with an investment advisory service group to help PSRC work with current 457B plan sponsor to maximize plan benefits. In addition, the vendor will scope and compare Mission Square to other 457 plan sponsors, their investment options and fee structures. The Council will release an RFP prior to hiring an investment advisory company but may need to pay upfront for work done on this effort.

Costs paid are expected to be recovered with the savings in plan fees.

For additional information, please contact Marc Daily, Director of Administrative Services, at MDaily@psrc.org or 206-464-7528.



Puget Sound Regional Council

September 17, 2026

ACTION ITEM

To: Operations Committee

From: Josh Brown, Executive Director

Subject: **Approve Contract Authority for 2030 Planning Support**

IN BRIEF

Executive Board authorization is required for the Executive Director to enter into a contract in excess of \$10,000. This request is to authorize a new contract in an amount not to exceed \$50,000 for consulting services related to aligning and maximizing the benefit of several planning efforts scheduled for completion in 2030. Costs would be incurred under the current Fiscal Years 2026-2027 biennial budget and may extend into the Fiscal Years 2027-2029 biennial budget.

RECOMMENDED ACTION

Recommend the Executive Board authorize the Executive Director to enter into a contract for consulting services related to 2030 planning in a total amount not to exceed \$50,000 for FY 2026-2027.

BUDGET IMPACT

The approved Biennial Budget and Work Program for Fiscal Years 2026-2027 includes sufficient funding for these consulting support services.

DISCUSSION

PSRC is preparing to develop two to three major regional plans to be completed in 2030. These include Vision 2060 and an update of the Regional Transportation Plan. PSRC also seeks close alignment with the Regional Economic Strategy and the Regional Open Space Conservation Plan scheduled for completion before 2030. PSRC seeks a consultant to help define strategic goals for this cycle, align the management

team and staff, build a shared vision across the plans, and clarify how major cross-cutting issues, especially addressing housing needs, should shape plan content and sequencing.

For more information, please contact Marc Daily, Director of Administrative Services, at (206) 464-7528 or by email at mdaily@psrc.org.



Puget Sound Regional Council

September 17, 2026

ACTION ITEM

To: Operations Committee

From: Josh Brown, Executive Director

Subject: **Approve Contract Authority for Consultant Services for Board Room Audio**

IN BRIEF

Executive Board authorization is required for the Executive Director to enter into a contract in excess of \$10,000. This request is to authorize a new contract in an amount not to exceed \$15,000 for IT services to reprogram cameras in PSRC's boardroom. Consultation costs would be incurred under the current Fiscal Years 2026-2027 biennial budget.

RECOMMENDED ACTION

Recommend the Executive Board authorize the Executive Director to enter into a contract for IT services to reprogram cameras in the PSRC boardroom. The total contract amount is not to exceed \$15,000 for FY 2026-2027.

BUDGET IMPACT

The approved Supplemental Biennial Budget and Work Program for Fiscal Years 2026-2027 includes sufficient funding for these IT support services.

DISCUSSION

When PSRC moved into its current office space in 2022, cameras were installed in the boardroom and pre-programmed for specific views throughout the boardroom. This initial programming is limited and has been insufficient to provide adequate user experience without continuous monitoring and adjustment by IT staff. Such monitoring and real-time camera adjustment is an inefficient use of PSRC's IT staff time. This contract would provide reprogramming of the cameras and boardroom interface to

facilitate automatic camera adjustment, resulting in better user experience with less impact on limited staff resources.

For more information, please contact Marc Daily, Director of Administrative Services, at (206) 464-7528 or by email at mdaily@psrc.org.



Puget Sound Regional Council

September 17, 2026

ACTION ITEM

To: Operations Committee

From: Josh Brown, Executive Director

Subject: **Approve Contract Authority for Continued Information Technology (IT) Support**

IN BRIEF

Executive Board authorization is required for the Executive Director to enter into a contract in excess of \$10,000. This request is to authorize a one-year contract in an amount not to exceed \$66,370 for IT support services through June 2027.

RECOMMENDED ACTION

Recommend the Executive Board authorize the Executive Director to enter into a contract for IT Support Services not to exceed \$66,370 for FY 2026-2027.

BUDGET IMPACT

The approved Supplemental Biennial Budget and Work Program for Fiscal Years 2026-2027 includes sufficient funding for these IT support services.

DISCUSSION

PSRC is working with Seitel Systems to support the agency's IT infrastructure. At the beginning of the 2026-2027 budget implementation, the Executive Board approved the first year of the contract with Seitel. This request funds the second year of the biennium. The full two-year amount is included in the approved budget.

For more information, please contact Marc Daily, Director of Administrative Services, at (206) 464-7528 or by email at mdaily@psrc.org.



Puget Sound Regional Council

September 17, 2026

INFORMATION ITEM

To: Operations Committee
From: Josh Brown, Executive Director
Subject: **New Employee Status Report**

PSRC has one new employee:

Arushi Sharma – Government Relations and Communications Intern, Government Relations and Communications

For more information, please contact Thu Le, HR Manager, at tle@psrc.org or 206-464-6175.



Puget Sound Regional Council

September 17, 2026

INFORMATION ITEM

To: Operations Committee

From: Josh Brown, Executive Director

Subject: **Development Update of Fiscal Years 2028-2029 Budget and Work Program**

IN BRIEF

In September, the Operations Committee will be presented with a tentative schedule for developing the FY28-29 budget and work program (attachment A). The budget and work program will be developed in the fall of 2026 and is scheduled for adoption by the General Assembly in the spring of 2027.

For additional information, please contact Andrew Werflemann, Budget Manager, at AWerflemann@psrc.org or 206-971-3292.

ATTACHMENTS

A. Key Dates FY28-29

Attachment A – Key Dates FY28-29

FY2028-2029 Biennial Budget & Work Program Development Key Dates**July - August 2026**

Prepare estimates of revenues and expenses.

August 2026

Executive Management Team begins discussion on proposed budget schedule and deadlines, initial budget assumptions, and outline of work program elements and format.

September 2026

Operations Committee receives proposed budget schedule.

September – November 2026

Executive Management Team coordinates with STE FTA Caucus on proposed use of FTA5307 funds.

September – November 2026

Executive Management Team collects information from project leads and program managers on individual work element narratives, review the budget assumptions and review the initial revenue and expenditure projections. Staff describe the major tasks and milestones proposed over the next two years.

October 2026

Operations Committee reviews budget assumptions for revenue and expenditures, reviews budgetary policies, and recommends dues increase for Fiscal Years 2026-2027

November 2026

Accounting staff prepare Internal Draft Biennial Budget and Work Program and distribute to Directors and Program Managers. Discuss proposed budget assumptions and schedule at all staff meeting.

December 2026

Operations Committee finalizes full Draft Budget and Work Program and briefs Executive Board. Staff authorized to release Draft Budget and Work Program. The draft budget is posted on PSRC.org website for review by members of Transit Operators Committee (TOC), ED Board, PSRC Policy Boards, the Regional Staff Committee, RPEC, STE FTA Caucus, Transit General Managers and other PSRC staff committees, member jurisdictions, countywide planning agencies, state and federal funding agencies and other interested parties.

December 2026

Economic Development Board reviews budget and work plan for the Central Puget Sound Economic Development District.

January - February 2027

Transportation Policy Board, Growth Management Policy Board, and Executive Board review Draft Budget and Work Program, forward comments to Operations Committee for consideration by March. All PSRC staff committees forward comments on draft budget to Operations Committee by March 16.

March 2027

Operations Committee submits Final Draft Budget and Work Program and any additional changes to Executive Board.

Attachment A – Key Dates FY28-29

April 2027

Executive Board transmits Final Draft Budget including revisions to General Assembly.

May 2027

General Assembly Agenda including Final Draft Budget and Work Program mailed.

May 2027

General Assembly acts on Final Draft Budget.

May/June 2027

Final Budget and Work Program submitted to and reviewed by federal and state funding agencies.

April – June 2027

PSRC staff works with state and federal funding agencies on grant applications that support Budget and Work Program, status reports on the progress are given to the Operations Committee and Executive Board as needed.

June or July 2027

Economic Development Board adopts Economic Development portion of the budget.

July 1, 2027

Biennial Work Program and Budget Begins.

September 2027

Operations Committee given Supplemental Budget Schedule.

October 2027

Supplemental Biennial Budget updated revenues and expenditures is drafted and reviewed by the Operations Committee.

December 2027

Supplemental Biennial Budget is drafted and reviewed by the Operations Committee.

January – February 2028

Draft Supplemental Biennial Budget and Work Program is reviewed by the Growth Management Policy Board, the Transportation Policy Board, the Economic Development Board, Regional Staff Committee, and the Executive Board.

March - April 2028

The Executive Board is asked to propose action on the Supplemental Biennial Budget and Work Program by the General Assembly in May.

May 2028

General Assembly adopts the Supplemental Biennial Budget and Work Program.

July 2028

Economic Development Board adopts Economic Development portion of the Supplemental Budget and Work Program.



Puget Sound Regional Council

September 17, 2026

DISCUSSION ITEM

To: Operations Committee
From: Josh Brown, Executive Director
Subject: **PSRC 2026 Base Pay Market Study**

IN BRIEF

PSRC contracts with its human resources consultant, Amy Efroymsen, of etairosHR, to perform an annual base pay market study. Beginning in 2022, PSRC asked Ms. Efroymsen to complete the annual market survey to coincide with PSRC's annual merit process because of inflationary and market trends. Ms. Efroymsen completed the study for this year comparing PSRC's pay with the external market to ensure that the agency's salaries remain competitive with comparable jurisdictions.

DISCUSSION

In general, PSRC's salaries remain competitive with the salaries of comparable classifications in the market. To ensure continued market competitiveness the following recommended changes were made effective September 1, 2026:

- The minimum, midpoint and maximum of each salary range was increased by three percent (3%) to reflect data identified in the market study

This change maintains PSRC's competitiveness, which is critical to acquiring and retaining the talent needed to meet the demands and goals of PSRC. Based upon Ms. Efroymsen's recommendation, PSRC will continue to revisit external base pay competitiveness annually to monitor adjustments to overall market conditions.

For more information, please contact Marc Daily, Administrative Services Director, at mdaily@psrc.org, 206-464-7527.

ATTACHMENTS

- A. 2026 Base Pay Market Study Report
- B. 2026 Base Pay Market Study Parameters
- C. 2026 Pay Bands

2026 Base Pay Market Study
 Puget Sound Regional Council
 Prepared by Amy Efroymsen, etairosHR

The purpose of the base pay market study was to compare the 2026 PSRC Pay Bands to local and regional industry related base pay survey data to determine if the current pay band structure was externally competitive. PSRC's current compensation structure has eight pay bands with a minimum, midpoint (normally considered average market pay), and a maximum.

Methodology

Twenty-three (23) positions were selected for the market study, which is sixty-six percent (66%) of PSRC's positions. Sixty-three percent (63%) of staff are represented by these positions. These positions represent a cross section of the Regional Council organization at all levels and are representative of the positions in the published surveys. See **attachment B** for a list of the positions surveyed.

Four published surveys were used to conduct the market study. These surveys reflect the external competitive market for local and regional base pay. The analysis compared PSRC's minimum, midpoint, and maximum pay bands to the minimum, average, and maximum ranges in the published surveys.

Survey/Data Source	Number of Participants
2026 Milliman Public Employers Salary Survey	78 Organizations
2026 Regional Council of Government Survey	15 Organizations
2026 Puget Sound Area Compensation Survey	73 Organizations
2026 Washington County Survey	King, Kitsap, Pierce & Snohomish Counties

Results

The results of this study confirmed that PSRC has continued to move forward with a competitive footing in the market and there are relatively minor adjustments to be made. Ongoing annual range adjustments and individual market related salary adjustments have continued to move PSRC employees towards the mid-point of the ranges. Conducting the annual market survey review has continued to provide real time data to assist in maintaining competitive salary ranges.

As a result of this year's study, the following change has been made:

1. **Range Increase:** The minimum, midpoint, and maximum of all salary ranges were adjusted by 3% to account for a cost-of-living increase in

the region.

These changes do not impact the salaries of incumbent employees.

Future Recommendations

Following are the recommendations for future refinements to PSRC's pay band structure:

1. **Annual Adjustment to Pay Bands:** We recommend the continued practice of annual adjustments to the pay bands to reflect the cost-of-living index changes. This change does not result in automatic pay increases for staff. The adjustment only keeps the pay bands externally competitive.
2. **Annual Base Pay Market Study:** We recommend PSRC continue to revisit external base pay competitiveness annually to monitor any adjustments to overall market conditions.

Questions about this market study can be directed to Amy Efroymsen, etairosHR at amy@etairoshr.com.

**Puget Sound Regional Council
2026 Compensation Market Study Parameters**

The following chart shows the positions that will be matched for the market study. We will pull minimum, and maximum of salary ranges and average pay, when available.

2025 (25 positions)	2026 (23 positions)
• Administrative Assistant I	
• Office Support Specialist	• Office Support Specialist
• Administrative Assistant II	• Administrative Assistant II
• Executive Assistant	
• Executive Administrator	• Executive Administrator
	• Accounting Assistant
• Accountant	• Accountant
• Senior Accountant	• Senior Accountant
• Budget Manager	• Budget Manager
• Finance Manager	• Finance Manager
• Associate Graphic Designer	
• Digital Graphic Designer	
• Senior IT Specialist	• Senior IT Specialist
• Principal IT Specialist	• Principal IT Specialist
	• Database Manager
	• Associate Data Programmer / Analyst
• Senior Data Programmer / Analyst	• Senior Data Programmer / Analyst
• Senior Communications Specialist	
• Principal Communications Manager	• Principal Communications Manager
• HR Manager	• HR Manager
• Program Manager – Planning	• Program Manager – Planning
• Program Manager – Economic Development	• Program Manager – Economic Development
• Program Manager – DEI	• Program Manager – DEI
• Assistant Planner	• Assistant Planner
• Associate Planner	• Associate Planner
• Senior Planner	• Senior Planner
• Principal Planner	• Principal Planner
• GIS Analyst	• GIS Analyst

Survey/Data Source	Number of Participants
2026 Milliman Public Employers Salary Survey	78 Organizations
2026 Regional Council of Government Survey	15 Organizations
2026 Puget Sound Area Compensation Survey	73 Organizations
2026 Washington County Survey	King, Kitsap, Pierce & Snohomish Counties
2026 Washington City Survey	Central Sound Cities with 140,000 + population Bellevue, Kent & Tacoma

PSRC Pay Bands
Effective September 2026

Pay Bands	Positions (Listed alphabetically within each band)	Annual Salary Range		
		Minimum	Midpoint	Maximum
J	Executive Director	\$265,740	\$329,600	\$387,280
H	Director	\$154,500	\$186,430	\$234,840
G	Program Manager	\$136,990	\$164,800	\$196,730
F	Budget Manager Data Scientist Finance Manager HR Manager Principal Communications Manager Principal IT Specialist Principal Modeler Principal Planner Principal Planner, Community Engagement	\$117,420	\$144,200	\$175,100
E	Database Manager Senior Data Programmer and Analyst Senior IT Specialist Senior Modeler Senior Planner Senior Planner/GIS Analyst	\$100,940	\$122,570	\$154,500
D	Accountant Administrative Policy Analyst Associate Data Programmer and Analyst Associate Planner Executive Administrator Senior Government Relations Specialist Senior Graphic Designer	\$88,580	\$107,120	\$140,080
C	Accounting Assistant Assistant Planner Associate Communications Specialist	\$83,430	\$95,790	\$121,540
B	Administrative Assistant II Data Technician Office Support Specialist	\$69,010	\$83,430	\$99,910

Updated 09/01/2026

NOTE: Minimum, Midpoint, and Maximum increased by 3%; Pay bands B and C are nonexempt.



Puget Sound Regional Council

September 17, 2026

INFORMATION ITEM

To: Operations Committee
From: Josh Brown, Executive Director
Subject: **Annual Weighted Votes Revision**

IN BRIEF

Every September, the weighted vote for the General Assembly and the Executive Board is revised to reflect the most recent population figures from the Washington State Office of Financial Management (OFM). The weighted votes as revised, effective September 24, 2026, are attached.

DISCUSSION

The weighted votes are updated every September. The methodology for allocating the weighted votes for the General Assembly and the Executive Board is set forth in the Interlocal Agreement (ILA), Article V, Section B.2, which provides that the total votes of all city and county jurisdictions within each county will be proportional to each county's share of the regional population. Further, county governments will be entitled to 50% of their respective county's total vote. City and town votes will be based on their respective share of the total incorporated population of their county.

For example, the April 1, 2025, OFM population figures show the region's member jurisdictions have a population of 4,523,775, up from 4,473,450 in 2024. Kitsap County's share of that regional population is 6.386%, with a total resident population of all member jurisdictions of 288,900. Therefore, Kitsap and all the member jurisdictions receive 63.86 total weighted votes ($6.386\% \times 1000$ weighted votes). Half of those total weighted votes or 31.93 go to Kitsap County and the other half are allocated to the cities within Kitsap County based upon their respective share of the total incorporated population of the county.

For more information, please contact Marc Daily, Director of Administrative Services, at mdaily@psrc.org or 206-464-7528.

ATTACHMENTS

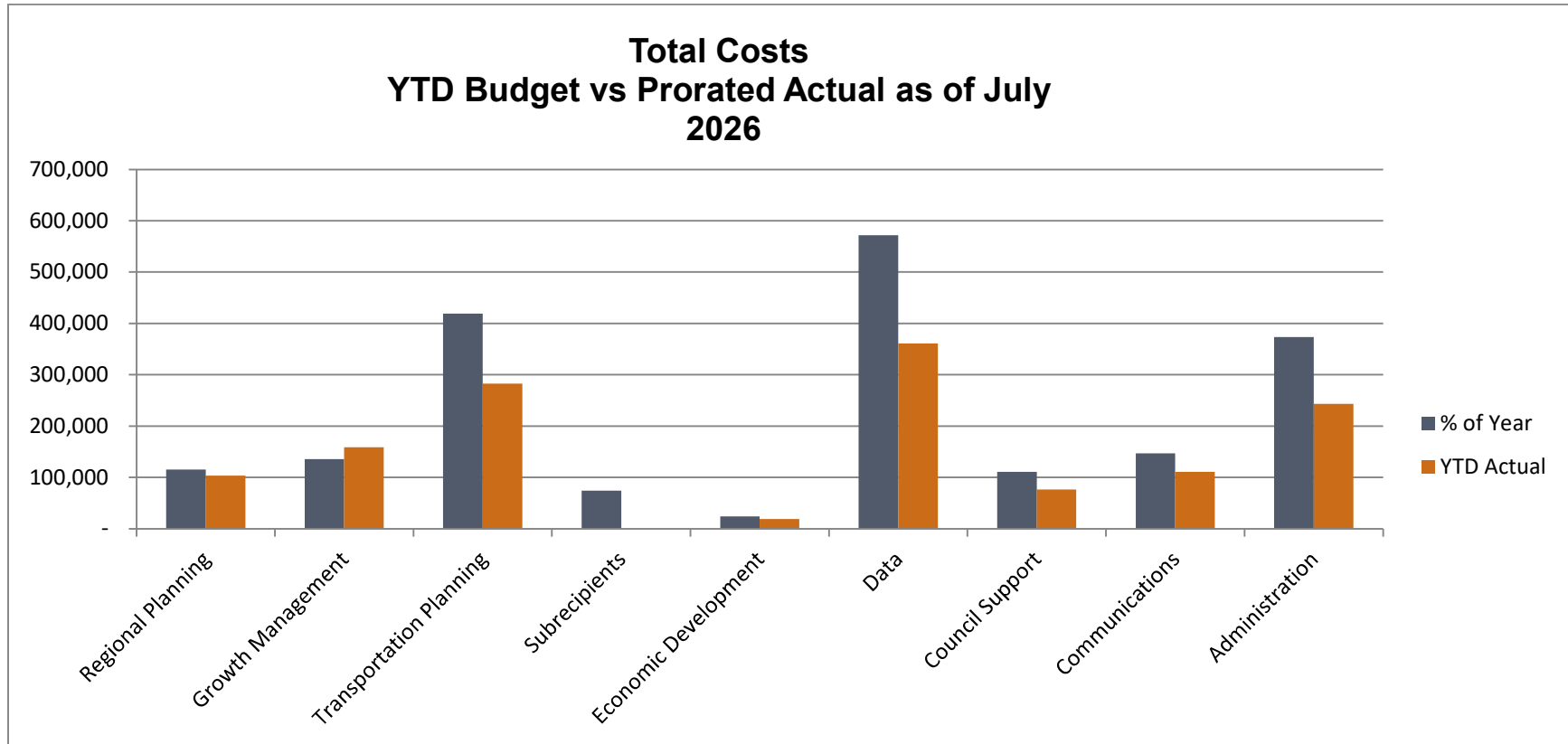
- A. PSRC Executive Board Votes and Representatives effective 9/24/2026

PSRC Executive Board Weighted Votes and Representatives
effective September 24, 2026

	OFM 4/1/2026 Population	% of Population	Rep. Based on % of Population	Representatives	FY 2027 Weighted Vote
King	2,424,700	53.260%	15.978	15.88	532.60
County	250,540	5.503%	1.651	2	266.30
Seattle	823,400	18.086%	5.426	4	100.85
Bellevue	158,300	3.477%	1.043	1	19.39
Federal Way	103,000	2.262%	0.679	1	12.62
Kent	140,400	3.084%	0.925	1	17.20
Kirkland	98,860	2.172%	0.651	1	12.11
Redmond*	83,320	1.830%	0.549	1	10.21
Renton	109,800	2.412%	0.724	1	13.45
Auburn	80,290	1.764%	0.529	0.88	9.83
Other Cities & Towns	576,790	12.669%	3.801	3	70.65
Kitsap	291,800	6.410%	1.923	4	64.10
County	185,830	4.082%	1.225	1	32.05
Bremerton	46,310	1.017%	0.305	1	14.01
Port Orchard*	20,500	0.450%	0.135	1	6.20
Other Cities & Towns	39,160	0.860%	0.258	1	11.84
Pierce	965,615	21.210%	6.363	5.12	212.10
County	453,780	9.968%	2.990	2	106.05
Tacoma	231,000	5.074%	1.522	1	47.86
Auburn	10,060	0.221%	0.066	0.12	2.08
Lakewood*	64,980	1.427%	0.428	1	13.46
Other Cities & Towns	205,795	4.520%	1.356	1	42.64
Snohomish	870,480	19.121%	5.736	5	191.20
County	381,290	8.375%	2.513	2	95.60
Everett	114,900	2.524%	0.757	1	22.46
Other Cities & Towns	374,290	8.221%	2.466	2	73.14
Cities/Towns/Counties	4,552,595	100%	30.000	30	1,000.00
Statutory Members					
Port of Bremerton				1	3
Port of Seattle				1	50
Port of Tacoma				1	30
Port of Everett				1	10
WA State Dept of Trans				1	30
WA Trans. Commission				1	30
Statutory Members				6	153
Grand Total				36	1,153.00

NOTES:

- A) Population figures provided by OFM and only include member jurisdictions. (Non-members include Brier, Carbonado, Gold Bar, Index, and South Praise.)
- B) Weighted votes are updated every September, and representatives for the Executive Board are reviewed every three years, per Interlocal Agreement, Article V.c.3. and as prescribed in RCW 47.80.010 and RCW 47.80.060.
- C) RCW 47.80.060 requires the PSRC Executive Board to include representatives from the following:
- 1) Washington State Transportation Commission
 - 2) Washington State Department of Transportation
 - 3) The four largest public port districts within the region as determined by gross operating revenue
 - 4) Any incorporated Principal City of a metropolitan statistical area within the region, as designated by the US census bureau
 - 5) Any incorporated city within the region with a population in excess of 80,000
- D) *Principal City per OMB
- E) By Executive Board direction, charter counties (King, Pierce, and Snohomish) are entitled to two seats to provide representation by both executive and legislative branches of the county government.



Budget as of July Amended 2026 Supplemental Biennial Budget.

Percent of Year represents the amount of expenses that each department should have based on the current month of the fiscal year as it relates to the department's annual budget. 8% of the fiscal year has been completed.

7% of labor, 1.8% of consultant budget not including Safe Streets and Roads for All Subrecipients, and 4.8% of direct budget has been expensed.

0% of total Subrecipient budget has been expensed for both Safe Streets and Roads for All programs. Grants run for 5 years.

Most of the consultant budget has not been expensed.

Regional Planning expenses include the annual Summer Planning Academy which is beginning of year expenditure.

Puget Sound Regional Council
LARGE CONTRACT STATUS REPORT
as of 9/14/2026

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Large contracts are those contracts having a value over \$10,000. Authorization to award a contract over \$10,000 goes before the Operation Committee for approval and their recommendation to the Executive Board to authorize the Executive Director to enter into a consultant contract for a particular work project in the adopted budget.

Contractor	Description	Project* Manager	Board Approved	Date Issued	DBE/ WBE**	Contract Amount	Amount Paid	Amount Remaining	% Billed	Contract End Date
NEW										
AMENDED										
Resource Systems Group	2023 Household Survey Program - Wave 2	Brian Lee	03/24/22	10/12/22	N	\$901,673	\$857,779	\$6,643	95%	12/31/26
COMPLETED										
Fehr & Peers	Regional Transit Access Assessment	Gil Cerise	09/26/24	03/24/25	N	\$125,000	\$99,933	\$25,068	80%	06/30/26
Holland & Knight	Federal Affairs and Funding Consultant Services	Robin Koskey	06/27/24	12/20/24	N	\$275,000	\$227,970	\$47,031	83%	12/31/27
PROJECT SPECIFIC										
AMPORF	Travel Model Software Development Cooperative	Stefan Coe	07/28/22	09/01/22	N	\$210,000	\$140,000	\$35,000	67%	06/30/28
Blue Raster	GIS and IT Services	Carol Naito	07/27/23	10/02/23	N	\$99,960	\$29,295	\$37,116	29%	06/30/27
Elizabeth Ralston Consulting, LLC	Inclusive Outreach and Engagement	Michele Leslie	04/23/26	05/05/26	Y	\$50,000	\$3,713	\$46,288	7%	12/31/27
HR&A Advisors	Housing Data & Policy Platform Tool Development	Alyssa Quinn	09/18/25	01/29/26	N	\$330,000	\$263,650	\$66,350	80%	11/30/26
Jennifer Ziegler	WA State Legislative Monitoring	Robin Koskey	06/25/26	06/25/26	N	\$216,000	\$21,000	\$195,000	10%	06/30/29
Manatt Government Strategies, LLC	Federal Policy and Grant Consultant Services	Robin Koskey	03/26/26	05/27/26	N	\$250,000	\$33,750	\$216,250	14%	02/29/28
PC Bennett Solutions	Enterprise Resource Planning Software System	Lili Mayer	12/07/23	07/10/24	Y	\$400,000	\$132,364	\$141,162	33%	06/30/34
Seitel Systems	Information Systems and Network Support Services	Kathryn Johnson	04/24/25	07/01/25	N	\$50,000	\$47,325	\$2,675	95%	06/30/27
Triskelle Software Solutions, LLC	Transportation Projects Database & Online Apps Upgrade	Jennifer Barnes	06/22/13	02/07/24	Y	\$235,000	\$71,219	\$63,397	30%	12/31/26
Upanup, Inc	Website Support	Carolyn Downs	09/22/22	10/01/22	N	\$96,000	\$23,575	\$50,490	25%	06/30/27
VisionSnap, Inc.	Upgrades to Transp. Projects Online Application Services	Jennifer Barnes	04/27/23	08/18/23	N	\$35,000	\$7,463	\$3,088	21%	12/31/26
WSP, Inc.	U.S. DOT SSFA Technical Support	Gary Simonson	04/27/23	01/08/24	N	\$998,719	\$420,604	\$14,965	42%	12/31/26
Uncommon Bridges	Housing Data & Policy Platform Tool Outreach and Engage	Alyssa Quinn	09/18/25	03/09/26	N	\$95,000	\$62,919	\$32,081	66%	11/30/26
ON-CALL										
Cascadia Law Group	On-Call Legal Services	Marc Daily	04/24/25	07/01/25	N	\$225,000	\$29,117	\$195,883	13%	06/30/27
Etairos HR	On-Call Human Resources Services	Thu Le	04/24/25	07/01/25	Y	\$40,000	\$14,200	\$25,800	36%	06/30/27
Francis & Company	On-Call Financial Services	Lili Mayer	06/27/19	03/02/20	Y	\$340,000	\$150,153	\$62,764	44%	02/28/26
Summit Law Group, PLLC	On-Call Employment Legal Services	Marc Daily	04/24/25	05/21/26	N	\$15,000	\$3,217	\$11,784	21%	06/30/27
						TOTAL	\$4,987,352	\$2,639,243	\$1,278,833	

* [Staff Directory](#)

** Qualify or identify as Small/Minority/Women/VOB/Disadvantaged Business Enterprise as defined by WA State OMWBE? (Y/N)

*** A list of Completed Contracts is available on request.

Operating Leases	Description	Minimum Annual Payments:				Totals	Contract End Date
		FY 2023	FY 2024	FY 2025	Thereafter		
Copiers NorthWest Copier Lease	36 months beginning November 2020	\$5,784	\$8,250	\$8,250	\$8,250	\$30,534	11/30/26
Granicus Web Streaming & Closed Captioning	24 months beginning June 2023	\$28,052	\$25,444	\$26,717	\$26,177	\$106,391	05/31/26
Waterfront Holdings/1201 Third Ave.	New lease begins June 1, 2024	\$1,087,920	\$1,022,830	\$664,206	see lease	\$3,665,339	01/31/38

Small Contract Status Report

Small contracts are those contracts having a value \$10,000 and under. Authorization from the Operation Committee is not needed for approval.

Contractor	Description	Project Manager	Board Approved	Date Issued	% DBE/ WBE*	Contract Amount	Amount Paid	Amount Remaining	% Billed	Contract End Date
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**Puget Sound Regional Council
GRANT STATUS REPORT**

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Active Grants									
Granting Agency	Description	Project Lead	Project Number	Grant Amount	Expended as of 7/31/26	Remaining to be Expended	Billed as of 7/31/26	Remaining to bill	Grant Period
CPG Carry Forward Funding FY24-25 CPG Funding (through Sept 30, 2025) total FHWA	Regional Planning	Lili Mayer	Multiple	6,181,572.00	6,181,572.00	-	6,181,572.00	-	7/1/23 - tbd
	Regional Planning	Lili Mayer	Multiple	8,230,568.00	2,376,856.22	5,853,711.78	2,376,856.22	5,853,711.78	7/1/25-6/30/27
				14,412,140.00	8,558,428.22	5,853,711.78	8,558,428.22	5,853,711.78	
RTPO FY24-25	Regional Planning	Lili Mayer	Multiple	1,507,839.00	816,751.00	691,088.00	816,751.00	691,088.00	7/1/25 - 6/30/27
STBG FY24-25	Regional Planning	Kelly McGourty	Multiple	2,000,000.00	1,043,478.01	956,521.99	1,043,478.01	956,521.99	8/1/25 - 6/30/27
EDA Planning Grant 2026-2029	Regional Planning	Jason Thibedeau	Multiple	210,000.00	28,754.42	181,245.58	35,000.00	175,000.00	4/1/23 - 3/31/26
FY26 FTA 5307 RTP	Regional Planning	Gil Cerise	Multiple	1,250,000.00	237,994.00	1,012,006.00	237,994.00	1,012,006.00	4/3/24 - 3/31/26
USDOT Office of Safety	Safety Action Plans Phase 1	Ben Bakkenta	Multiple	4,860,363.00	3,683,328.43	1,177,034.57	3,683,328.43	1,177,034.57	5/19/23 - 12/31/26
USDOT Office of Safety	Safety Action Plans Phase 2	Ben Bakkenta	Multiple	2,870,000.00	1,596,827.98	1,273,172.02	1,595,983.58	1,274,016.42	4/17/24 - 6/30/27
WSDOT 5310 Special Needs Transp.	Regional Planning	Gil Cerise	002.39.0.0	200,000.00	200,000.00	-	200,000.00	-	7/1/25 - 6/30/27
				27,310,342.00				11,139,378.76	
Recently Completed									
FY22 FTA 5307 RTP	Regional Planning	Gil Cerise	Multiple	2,500,000.00	2,500,000.00	-	2,500,000.00	-	1/5/22 - 3/31/24
EDA Planning Grant 2023-2026	Regional Planning	Jason Thibedeau	Multiple	300,000.00	300,000.00	-	300,000.00	-	4/1/23 - 3/31/26
FY24 FTA 5307 RTP	Regional Planning	Gil Cerise	Multiple	2,500,000.00	2,500,000.00	-	2,500,000.00	-	4/3/24 - 3/31/26

Joint Board Session on Community Outreach

Thursday, October 29
10:00 AM — 12:00 PM
Hybrid Meeting



PSRC is hosting a joint board session focused on innovative community outreach practices. There will be examples from across the region highlighting how to engage the public including hard to reach populations.

Designed for both board members and their staff, we hope you can take away ideas to use in your jurisdiction to help cultivate inclusive and resilient communities with opportunity for all. All PSRC board members are highly encouraged to attend.

RSVP details to come.

Questions?

Email **Charles Patton** at cpatton@psrc.org.



Puget Sound Regional Council