



Puget Sound Regional Council

Operations Committee

Thursday, September 25, 2025 • 9:00 – 9:50 a.m.

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=JXCx2A0UMDbldexTROQBDywY7htPX.1>
- Listen by phone 1-888-475-4499, Webinar ID: 821 7423 7820, Passcode: 790890

Attend

- The public can attend meetings at [PSRC's offices](#).
- PSRC staff will be available to provide floor access 30 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 offices.
- **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 cmoreau@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 24, 2025
- b. Approve Vouchers July 9, 2025, Through September 3, 2025, in the Amount of \$3,270,723.97

4. Action Items

- a. Approve Contract Authority for the Regional Electric Vehicle Charging Infrastructure Plan
- b. Approve Budget Amendment and Contract Authority for Consultant Services to Implement Amazon Housing Fund Grant

5. Discussion Items

- a. Annual Weighted Votes Revision
- b. Review Process for Draft Supplemental Biennial Budget and Work Program FY2026 – 2027
- c. PSRC 2025 Base Pay Market Study

6. Information Items

- a. New Employee Status Report
- b. Monthly Budget Report
- c. Contract Status Report
- d. Grant Status Report

7. Next Meeting:

Thursday, October 23, 2025, 9:00 - 9:50 a.m.

8. 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 Casey Moreau, e-mail cmoreau@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.

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Puget Sound Regional Council

MINUTES

Operations Committee

July 24, 2025

1201 Third Avenue, Ste 500, Seattle, WA 98101

CALL TO ORDER AND ROLL CALL

Chair Executive Ryan Mello called the meeting to order at 9:00 a.m. and welcomed members and attendees to the hybrid meeting. Chair Mello introduced Marc Daily, the new Administrative Services Director, who provided brief introductory remarks.

COMMUNICATIONS AND PUBLIC COMMENT

There was no public comment.

Roll call determined that a quorum was present.

CONSENT AGENDA

ACTION: It was moved and seconded (Wahl/Erickson) to

- a. Approve Minutes of Meeting held June 26, 2025
- b. Approve Vouchers Dated June 3, 2025, Through July 3, 2025, in the Amount of \$1,285,804.83
- c. Adopt 2025 Update to PSRC's Title VI Plan

The motion passed.

ACTION ITEM: APPROVE ADDITIONAL CONTRACT AUTHORITY FOR INFORMATION TECHNOLOGY SERVICES

Mr. Daily, PSRC, presented a request to increase contract authority for IT support services to \$105,000 for fiscal years 2026–2027, correcting a prior budget error and accommodating a slight adjustment.

ACTION: It was moved and seconded (Roberts/Ralph) to

Recommend Executive Board authorization for the Executive Director to enter into contracts for information technology consulting services in an amount not to exceed \$105,000 for FY 2026–2027. The motion passed unanimously.

The motion passed.

ACTION ITEM: APPROVE PSRC FY 2026 INDIRECT COST RATE

Andrew Werfelmann, PSRC, presented the proposed FY 2026 benefit rate (52.25%) and indirect rate (45.43%), calculated based on the biennial budget adopted by the General Assembly. These rates are required for federal billing and are consistent with prior years.

ACTION: It was moved and seconded (Wahl/Simpson) to

recommend Executive Board approval of the FY 2026 indirect cost rate proposal (benefit rate 52.25%, indirect rate 45.43%).

The motion passed.

ACTION ITEM: APPROVE INCREASED CONTRACT AUTHORITY FOR TRANSPORTATION PROJECTS DATABASE & ONLINE APPLICATIONS UPGRADE

Jennifer Barnes, PSRC, provided an overview of the phased upgrade to PSRC's transportation project database and online application system, which supports the Transportation Improvement Program (TIP), regional capacity projects and grant applications. The requested authority will fund Phase 3, including system integration, user interface improvements and continued support for the legacy system during transition. The total contract authority requested is \$100,000, as included in the adopted budget.

ACTION: It was moved and seconded (Sproul/Wahl) to

Recommend Executive Board authorization for the Executive Director to extend consulting contracts and increase authority for the transportation projects database and online applications upgrade, not to exceed \$100,000. The motion passed.

The motion passed.

ACTION ITEM: APPROVE INCREASED CONTRACT AUTHORITY FOR ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE

Lili Mayer, PSRC, presented a request to increase contract authority by \$200,000 for the biennium to complete the transition to the new ERP system. The initial implementation was funded in the previous biennium; this request covers the remaining implementation and support costs for FY 2026–2027.

ACTION: It was moved and seconded (Roberts/Sproul), to
Recommend Executive Board authorization for the Executive Director to extend the consulting contract for ERP software implementation and support services, not to exceed \$200,000. The motion passed.

INFORMATION ITEMS:

- a. Monthly Budget Report
- b. Contract Status Report
- c. Grant Status Report

The committee reviewed standard monthly financial reports.

Chair Mello highlighted the ongoing recruitment for the Equity Advisory Committee, with applications due August 29, and encouraged members to share the opportunity.

Josh Brown, PSRC, provided an update on PSRC's participation in the King v. Turner lawsuit, joining other regional governments to seek an injunction against new federal grant stipulations. Legal costs are being managed within existing contract authority, but a future request for additional funds may be forthcoming. Members were briefed on the fiscal implications and process.

The committee discussed the agency's use of AI tools for operational efficiency and planning analysis. Staff described current AI workgroup activities and ongoing exploration of AI-enabled features in new software systems.

The next Operations Committee meeting is scheduled for Thursday, September 25, 2025, at 9:00 a.m. There will be no meeting in August.

ADJOURN

The meeting was adjourned at 9:40 a.m.

ATTACHMENTS

- a. Attendance July 24, 2025

Jurisdiction		Member	Attend
King County	2	Vacant	
		Vacant	
City of Seattle	1	CM Dan Strauss	
		Vacant Alt.	
King County Cities/Towns	1	CM Chris Roberts, Shoreline	1
		MYR Dana Ralph, Kent Alt.	1
Kitsap County & Cities/Towns	1	MYR Becky Erickson, Poulsbo	1
		COM Christine Rolfes, Kitsap County Alt.	
Pierce County	1	Executive Ryan Mello	1
		CM Dave Morell, Alt.	
Pierce County Cities/Towns	1	CM Stan Flemming, University Place	
		CM Jeff Sproul, Orting Alt.	1
Snohomish County	1	CM Sam Low	1
		CM Jared Mead, Alt.	
Snohomish County Cities/Towns	1	MYR Pro Tem Bryan Wahl, Mountlake Terrace	1
		Vacant Alt.	
Statutory Members: Ports, WSDOT, WA Trans. Commission	1	COM David Simpson, Port of Everett	1
		COM Glen Bachman, Port of Everett	
Members	10		8
		(Quorum = 5) Quorum Total	7



Puget Sound Regional Council

September 18, 2025

CONSENT AGENDA

To: Operations Committee

From: Josh Brown, Executive Director

Subject: **Approve Vouchers Dated July 9, 2025, Through September 3, 2025, in the Amount of \$3,270,723.97**

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

WARRANT DATE

07/09/25 - 09/03/25

07/15/25 – 08/29/25

VOUCHER NUMBER

AP Vouchers

Payroll

TOTALS

\$ 1,598,718.00

\$ 1,672,005.97

\$ 3,270,723.97

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



Puget Sound Regional Council

September 18, 2025

ACTION ITEM

To: Operations Committee

From: Josh Brown, Executive Director

Subject: Approve Contract Authority for a Regional Electric Vehicle Charging Infrastructure Plan

IN BRIEF

Authorization by the Executive Board is required for the Executive Director to enter into a contract in excess of \$10,000, or to amend a contract in excess of \$10,000. A request is being made to authorize contract authority for PSRC's contribution to the development of a Regional Electric Vehicle Charging Infrastructure Plan in the amount of \$40,000.

RECOMMENDED ACTION

Recommend the Executive Board authorize the Executive Director to enter into a contract with the Puget Sound Clean Air Agency for the development of a Regional Electric Vehicle Charging Infrastructure Plan in the amount of \$40,000.

BUDGET IMPACT

The adopted Biennial Budget and Work Program for Fiscal Years 2026-2027 includes sufficient funds in Transportation (Task 200) to support this ongoing work with the Puget Sound Clean Air Agency and other regional partners to advance alternative fuels and emission reductions. The total budget for this request is \$40,000.

DISCUSSION

PSRC has partnered with the Puget Sound Clean Air Agency (PSCAA) since 2019 on a Regional Electric Vehicle Collaboration. Work to date has included one to two convenings each year to provide technical assistance and an information sharing

platform for stakeholders to support the advancement of electric vehicles (EVs) and infrastructure. In addition, a web-based clearinghouse of resources was jointly developed and launched in late 2022.

Feedback received over this time period identified the need for a regional approach to support local jurisdictions in the planning and implementation of this infrastructure. PSCAA has taken the lead on this project to develop a Regional EV Charging Infrastructure Plan in collaboration with PSRC and the four counties. Expected benefits of this plan will include, among other things:

- Public education and support for a stable and consistent EV charging network across municipal boundaries;
- Coordination and economies of scale for infrastructure implementation;
- Identification of infrastructure needs and guidance for site evaluation criteria;
- Consistency across jurisdictions to help reduce barriers to planning and implementation;
- Support and preparation for future grant funding opportunities.

Collaborating agencies are contributing funding and/or other resources to support the project, including this request to authorize \$40,000 as PSRC's contribution. PSCAA has released a Request for Proposals for consultant support, and it is anticipated the project will begin later this year.

For additional information, please contact Kelly McGourty, Director of Transportation Planning, at kmcgourty@psrc.org or 206-971-3601.



September 18, 2025

ACTION ITEM

To: Operations Committee

From: Josh Brown, Executive Director

Subject: Approve Budget Amendment and Contract Authority for Consultant Services to Implement Amazon Housing Fund Grant

IN BRIEF

PSRC has prepared this routine budget amendment to incorporate new revenue sources and associated expenses identified since the budget was adopted in May of 2025.

In addition, authorization by the Executive Board is required for the Executive Director to enter into a contract in excess of \$10,000. A request is being made to authorize the execution of a grant agreement with the Amazon Housing Fund and one or more new consultant contracts to create a housing development capacity data and policy platform and conduct outreach and engagement regarding the tool.

RECOMMENDED ACTIONS

1. Recommend the Executive Board approve the proposed budget amendment to increase the budget by \$444,500.
2. Recommend the Executive Board authorize the Executive Director to enter into one or more contracts for consultant services for the creation of a housing data and policy platform. The total budget for consultant work is not to exceed \$425,000 over a 5-year period.
3. Authorize the Executive Director to execute all agreements with Amazon and or the Amazon Housing Fund.

BUDGET IMPACT

The proposed work program amendment would increase the adopted supplemental Biennial Budget and Work Program (FY 2026-2027) by \$444,500 from \$45,497,000 to \$45,942,000 to reflect the additional revenues and work program associated with funding from the Amazon Housing Fund to create and conduct outreach for a housing development capacity data and policy platform.

DISCUSSION

Puget Sound Regional Council (PSRC) has been selected by Amazon for a grant to support the creation of a housing data and policy platform to provide parcel level information on housing capacity to help address the housing affordability and supply crisis facing communities across the Puget Sound region. PSRC will deploy an outreach and engagement campaign to ensure the capabilities of the housing data and policy platform are understood by the housing sector including policy makers, government officials, non-profit and market rate developers and housing advocates.

PSRC will contract with one or more consultants to create the housing data and policy platform for King, Kitsap, Pierce and Snohomish counties to provide housing data and parcel analysis. Additionally, PSRC will contract with a consultant to assist with outreach and engagement activities, including hosting regional meetings.

PSRC will also receive \$19,500 to support data, communications and government relations staff time.

A consultant developing the platform will:

- Gather and harmonize datasets
- Create detailed wireframes outlining user journeys, page layouts and branding elements
- Develop a public-facing digital dashboard
- Develop an interactive parcel-level tool to identify underutilized land suitable for housing development
- Create jurisdiction-level interactive scenario tools enabling users to test on different parcel threshold and market scenarios
- Finalize the platform based on PSRC feedback
- Conduct rigorous cross-browser and performance testing
- Migrate the finalized website to a production environment
- Provide training to PSRC staff covering platform navigation, data updates and administrative capabilities

A consultant supporting engagement and outreach will:

- Provide support to PSRC's public outreach efforts to communicate the tool's capabilities and findings across the region
- Provide a report two times each year on data platform usage

Budget

Task 1 Data Tool Development	Consultant Including tool development data licensing & acquisition and support for platform for five years	\$330,000
Task 2 Data Coordination	PSRC Data Director and staff time	\$7,500
Task 3 Outreach & Engagement	PSRC Government Relations and Communications Director and Government Relations and Graphics staff salaries	\$12,000
	Outreach and Engagement Consultant	\$95,000
Total Project Cost		\$444,500

For more information, please contact Robin Koskey, Director of Government Relations and Communications, at rkoskey@psrc.org or 206-971-3602.



Puget Sound Regional Council

September 18, 2025

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 25, 2025, 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 fifty (50) percent 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% x 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 9/25/2025

PSRC Executive Board Weighted Votes and Representatives
effective September 25, 2025

	OFM 4/1/2025	% of Population	Rep. Based on % of Population	Representatives	FY 2026 Weighted Vote
King	2,411,700	53.312%	15.994	15.88	533.12
County	250,225	5.531%	1.659	2	266.56
Seattle*	816,600	18.051%	5.415	4	100.70
Bellevue*	158,000	3.493%	1.048	1	19.49
Federal Way	102,900	2.275%	0.682	1	12.69
Kent*	140,100	3.097%	0.929	1	17.28
Kirkland	97,850	2.163%	0.649	1	12.07
Redmond*	82,380	1.821%	0.546	1	10.16
Renton*	109,700	2.425%	0.727	1	13.53
Auburn*	80,260	1.774%	0.532	0.88	9.90
Other Cities & Towns	573,685	12.682%	3.804	3	70.75
Kitsap	288,900	6.386%	1.916	4	63.86
County	185,110	4.092%	1.228	1	31.93
Bremerton*	45,890	1.014%	0.304	1	14.12
Port Orchard*	19,260	0.426%	0.128	1	5.93
Other Cities & Towns	38,640	0.854%	0.256	1	11.89
Pierce	958,525	21.189%	6.357	5.12	211.89
County	450,750	9.964%	2.989	2	105.94
Tacoma*	228,400	5.049%	1.515	1	47.65
Auburn*	10,060	0.222%	0.067	0.12	2.10
Lakewood*	64,670	1.430%	0.429	1	13.49
Other Cities & Towns	204,645	4.524%	1.357	1	42.70
Snohomish	864,650	19.113%	5.734	5	191.14
County	379,255	8.384%	2.515	2	95.57
Everett*	114,700	2.535%	0.761	1	22.58
Other Cities & Towns	370,695	8.194%	2.458	2	72.99
Cities/Towns/Counties	4,523,775	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 Prairie.)				
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 RCW47.80.060.				
C)	RCW47.80.060 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				

(CI) *Principal City Per OMB



Puget Sound Regional Council

September 25, 2025

DISCUSSION ITEM

To: Operations Committee
From: Josh Brown, Executive Director

Subject: Review Process for Draft Supplemental Biennial Budget and Work Program FY2026 - 2027

IN BRIEF

Last May, the Puget Sound Regional Council's General Assembly adopted a two-year budget and work program, which runs from July 1, 2025, through June 30, 2027. The adopted biennial budget includes the option for adjustment after the first year with a supplemental budget.

The Puget Sound Regional Council is funded through a combination of federal and state grants and local funds. The federal grants traditionally make up nearly 80 percent of the funding, while state grants contribute less than 5 percent. Local funds provide 15 percent and are used to match the state and federal grants, and also fund work not covered by federal and state grants. These funds allow PSRC to carry out its mission in planning for regional transportation, land use and economic development under the authority embodied in state and federal laws.

The Operations Committee, which has primary responsibility for developing the supplemental budget and work program, will have a briefing in October 2025 on the assumed revenue and expense changes since the amended budget that will be published in September 2025.

From January 2026 through February 2026, information on the proposed draft Budget and Work Program will be presented to the Executive Board, Transportation Policy Board, Growth Management Policy Board and the Economic Development Board. In March or April 2024, the Operations Committee will prepare a recommended Supplemental Budget and Work Program for final consideration by the Executive Board at their March or April 2024 meeting and action by the General Assembly in May 2026.

The Puget Sound Regional Council's major activities in the budget will build on and enhance efforts carried forward from adopted fiscal year 2024-2025, focusing on meeting mandates and continuing to provide essential services to members. The budget contains the following elements: Regional Planning, Regional Growth Planning, Transportation Planning, Economic Development, Technical and Data Services and Administrative Services. A copy of the draft Supplemental Biennial Budget and Work Program will be available to all members in late December 2025.

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

ATTACHMENTS

- A. Supplemental Budget Schedule

FY2026-27 Biennial Budget & Work Program Development Key Dates

July 1, 2025

Biennial Work Program and Budget Begins.

September 2025

Operations Committee given Supplemental Budget Schedule.

October 2025

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

December 2025

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

January – February 2026

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 2026

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

May 2026

General Assembly adopts the Supplemental Biennial Budget and Work Program.

July 2026

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



Puget Sound Regional Council

September 18, 2025

DISCUSSION ITEM

To: Operations Committee
From: Josh Brown, Executive Director
Subject: **PSRC 2025 Base Pay Market Study**

IN BRIEF

PSRC contracts with its human resources consultant, Amy Efroymson, of etairosHR, to perform an annual base pay market study. Beginning in 2022, PSRC asked Ms. Efroymson to complete the annual market survey to coincide with PSRC's annual merit process because of inflationary and market trends. Ms. Efroymson 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, 2025:

- 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. Efroymson'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. 2025 Base Pay Market Study Report
- B. 2025 Base Pay Market Study Parameters
- C. 2025 Pay Bands

2025 Base Pay Market Study
 Puget Sound Regional Council
 Prepared by Amy Efroyimson, etairosHR

The purpose of the base pay market study was to compare the 2025 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 ten pay bands with a minimum, midpoint (normally considered average market pay), and a maximum.

Methodology

Twenty-five (25) positions were selected for the market study, which is seventy-four percent (74%) 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
2025 Washington Public Employers Salary Survey	39 Organizations
2025 Puget Sound Area Compensation Survey	70 Organizations
2025 Washington County Survey	King, Kitsap, Pierce & Snohomish Counties
2025 Washington City Survey	Central Sound Cities with 150,000 + population (Bellevue, Kent, Seattle, Tacoma)

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.

This change does 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 Efroymson, etairosHR at amy@etairoshr.com.

Puget Sound Regional Council
2025 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.

2024 (22 positions)	2025 (25 positions)
• Administrative Assistant I	• Administrative Assistant I
• Office Support Specialist	• Office Support Specialist
• Administrative Assistant II	• Administrative Assistant II
• Executive Assistant	• Executive Assistant
• Executive Administrator	• Executive Administrator
• Accountant	• Accountant
• Senior Accountant	• Senior Accountant
• Budget Manager	• Budget Manager
• Finance Manager	• Finance Manager
• Associate Graphic Designer	• Associate Graphic Designer
• Digital Graphic Designer	• Digital Graphic Designer
• Senior IT Specialist	• Senior IT Specialist
	• Principal IT Specialist
• Senior Data Programmer & Analyst	• Senior Data Programmer & Analyst
• Senior Communications Specialist	• Senior Communications Specialist
• Principal Communications Manager	• Principal Communications Manager
• HR Manager	• HR Manager
• Program Manager	• Program Manager - Planning
	• Program Manager – Economic Development
	• 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
2025 Washington Public Employers Salary Survey	39 Organizations

Survey/Data Source	Number of Participants
2025 Puget Sound Area Compensation Survey	70 Organizations
2025 Washington County Survey	King, Kitsap, Pierce & Snohomish Counties
2025 Washington City Survey	Central Sound Cities with 150,000 + population (Bellevue, Kent, Seattle, Tacoma)

PSRC Pay Bands

Effective September 2025

Pay Bands	Positions (Listed alphabetically within each band)	Annual Salary Range		
		Minimum	Midpoint	Maximum
J	Executive Director	\$258,000	\$320,000	\$376,000
H	Director	\$150,000	\$181,000	\$228,000
G	Program Manager	\$133,000	\$160,000	\$191,000
F	Budget Manager Data Scientist Finance Manager HR Manager Principal Communications Manager Principal IT Specialist Principal Modeler Principal Planner	\$114,000	\$140,000	\$170,000
E	Database Manager Senior Data Programmer and Analyst Senior IT Specialist Senior Modeler Senior Planner Senior Planner/GIS Analyst Senior Public Engagement Specialist	\$98,000	\$119,000	\$150,000
D	Accountant Administrative Policy Analyst Associate Data Programmer and Analyst Associate Planner Executive Administrator Senior Government Relations Specialist Senior Graphic Designer	\$86,000	\$104,000	\$136,000
C	Assistant Planner Associate Communications Specialist	\$81,000	\$93,000	\$118,000
B	Administrative Assistant II Office Support Specialist	\$67,000	\$81,000	\$97,000

Updated 9/1/2025

NOTE: Minimum, Midpoint and Maximum increased by at least 3%; All ranges rounded to the nearest 1,000. Pay bands B and C are nonexempt.



Puget Sound Regional Council

September 18, 2025

INFORMATION ITEM

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

PSRC has three new employees:

Kellee Harwood – Planning Intern, Planning
Sarah Warsame – Planning Intern, Planning
Mohammad Mehdi Oshanreh – Data Intern, Data

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

Puget Sound Regional Council
LARGE CONTRACT STATUS REPORT
as of 2/14/2024

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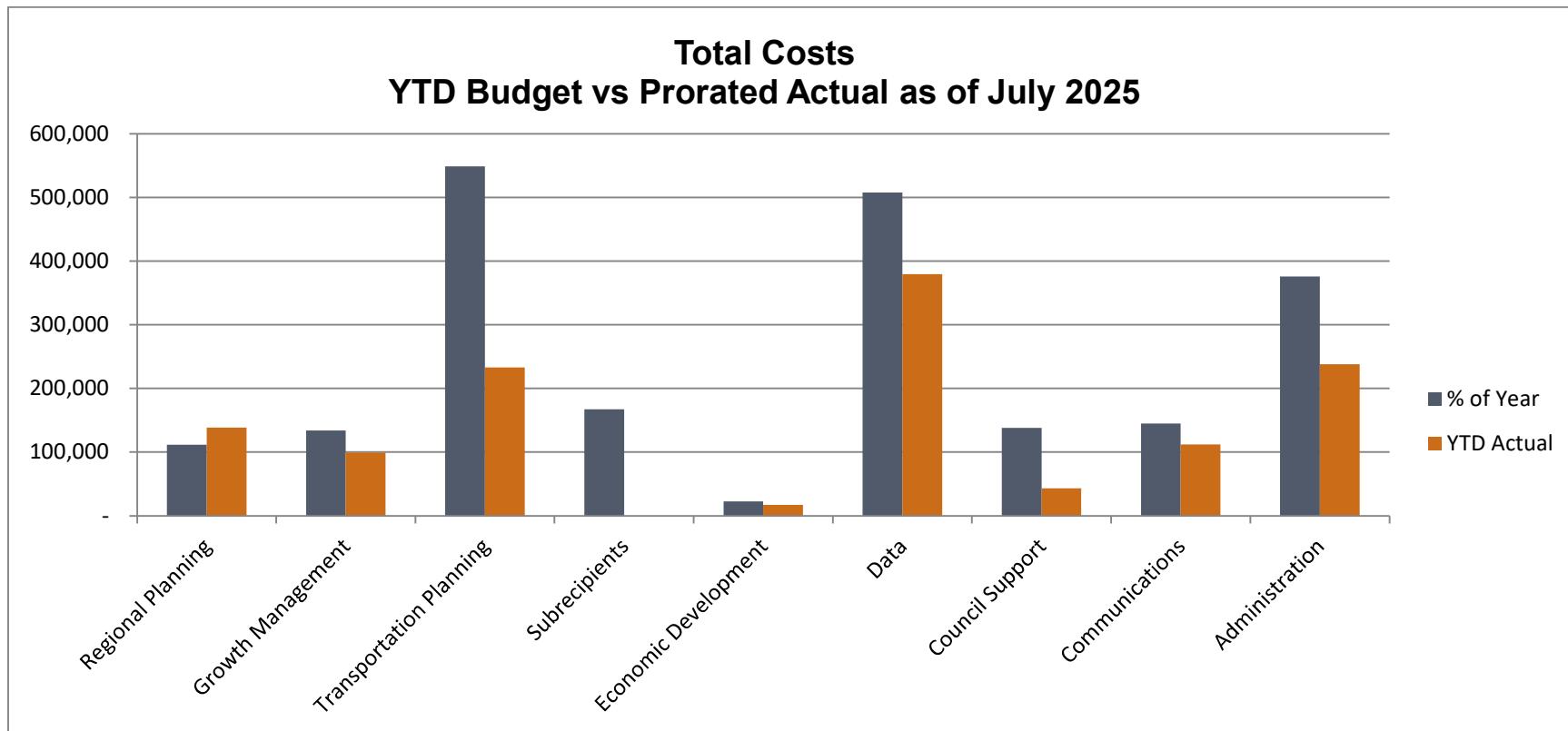
Large contracts are those contracts having a value over \$10,000. Authorization to award a contract over \$10,000 goes before the Operation Committee for approval and their recommendation to the Executive Board to authorize the Executive Director to enter into a consultant contract for a particular work 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										
COMPLETED										
PROJECT SPECIFIC										
AMPORF	Travel Model Software Development Cooperative	Stefan Coe	07/28/22	09/01/22	N	\$210,000	\$105,000	\$105,000	50%	06/30/28
Blue Raster	GIS and IT Services	Carol Naito	07/27/23	10/02/23	N	\$99,960	\$9,546	\$56,865	10%	06/30/27
Fehr & Peers	Regional Transit Access Assessment	Gil Cerise	09/26/24	03/24/25	N	\$125,000	\$38,298	\$86,703	31%	06/30/26
Holland & Knight	Federal Affairs and Funding Consultant Services	Robin Koskey	06/27/24	12/20/24	N	\$275,000	\$90,000	\$185,000	33%	12/31/27
Jennifer Ziegler Public Affairs Consulting, Inc.	WA State Legislative Monitoring	Robin Koskey	04/25/24	05/10/24	Y	\$160,000	\$32,000	\$96,000	20%	04/30/26
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
Resource Systems Group	2023 Household Survey Program - Wave 2	Brian Lee & Suzanne Childress	03/24/22	10/12/22	N	\$699,913	\$444,186	\$218,476	63%	08/31/26
Triskelle Software Solutions, LLC	Transportation Projects Database & Online Apps Upgrade	Jennifer Barnes	06/22/13	02/07/24	Y	\$150,000	\$133,133	\$1,483	89%	06/30/26
Seitel Systems	Information Systems and Network Support Services	Kathryn Johnson	04/24/25	07/01/25	N	\$50,000	\$4,115	\$45,885	8%	12/31/25
Uncommon Bridges (BDS Planning and Urban Design, INC)	Regional Transportation Plan Public Engagement	Noah Boggess	06/27/24	03/12/25	Y	\$225,000	\$109,629	\$115,371	49%	06/30/26
Upnup, Inc	Website Support	Carolyn Downs	09/22/22	10/01/22	N	\$96,000	\$9,925	\$64,140	10%	06/30/27
VisionSnap, Inc.	Upgrades to Transp. Projects Online Application Services	Jennifer Barnes	04/27/23	08/18/23	N	\$30,000	\$4,050	\$1,500	14%	06/30/26
WSP, Inc.	U.S. DOT SSFA Technical Support	Gary Simonson	04/27/23	01/08/24	N	\$998,719	\$314,540	\$121,029	31%	12/31/25
WSP, Inc.	Town of Eatonville Local Safety Plan	Gary Simonson	04/27/23	11/22/24	N	\$200,000	\$123,004	\$76,996	62%	12/31/25
ON-CALL										
Cascadia Law Group	On-Call Legal Services	Marc Daily	04/24/25	07/01/25	N	\$225,000	\$190,806	\$34,194	85%	06/30/27
Etairos HR	On-Call Human Resources Services	Thu Le	04/24/25	07/01/25	Y	\$40,000	\$2,125	\$37,875	5%	06/30/27
Francis & Company	On-Call Financial Services	Lili Mayer	06/27/19	03/02/20	Y	\$227,976	\$43,621	\$6,379	19%	02/28/26
						TOTAL	\$4,212,568	\$1,786,342	\$1,394,056	

[* 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:						Contract End Date		
		FY 2023	FY 2024	FY 2025	Thereafter	Totals				
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	tbd	\$80,214		05/31/25		
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
Upnup, Inc.	Website Hosting	Carolyn Downs	N/A	10/1/2023	N	\$8,400	\$2,100	\$6,300	25%	09/30/25
Anne Avery	On-Call Writing Support	Robin Koskey	N/A	8/23/2024	Y	\$8,000	\$1,050	\$6,950	13%	08/31/25



Budget as of July 2025 Amended 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.

7.0% of labor, 0.3% of consultant budget not including Safe Streets and Roads for All Subrecipients, and 6.8% 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
GRANT STATUS REPORT

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Active Grants									
Granting Agency	Description	Project Lead	Project Number	Grant Amount	Expended as of 07/31/25	Remaining to be Expended	Billed as of 07/31/25	Remaining to bill	Grant Period
CPG Carry Forward Funding FY24-25	Regional Planning	Lili Mayer	Multiple	6,181,572.00	754,624.30	5,426,947.70	796,666.30	5,384,905.70	7/1/23 - tbd
CPG Funding (through Sept 30, 2025)	Regional Planning	Lili Mayer	Multiple	2,391,337.32	-	2,391,337.32	-	2,391,337.32	7/1/25-6/30/27
total FHWA				8,572,909.32	754,624.30	7,818,285.02	796,666.30	7,776,243.02	
RTPO FY24-25	Regional Planning	Lili Mayer	Multiple	1,507,158.00	62,827.00	1,444,331.00	62,827.00	1,444,331.00	7/1/25 - 6/30/27
STBG FY24-25	Regional Planning	Kelly McGourty	Multiple	2,000,000.00	-	2,000,000.00	-	2,000,000.00	8/1/25 - 6/30/27
EDA Planning Grant	Regional Planning	Jason Thibedeau	Multiple	300,000.00	233,106.90	66,893.10	225,000.00	75,000.00	4/1/23 - 3/31/26
FY24 FTA 5307 RTP	Regional Planning	Gil Cerise	Multiple	2,500,000.00	1,553,017.00	946,983.00	1,553,017.00	946,983.00	4/3/24 - 3/31/26
USDOT Office of Safety	Safety Action Plans Phase 1	Ben Bakkenta	Multiple	4,860,363.00	2,992,431.05	1,867,931.95	2,863,047.15	1,997,315.85	5/19/23 - 12/31/25
USDOT Office of Safety	Safety Action Plans Phase 2	Ben Bakkenta	Multiple	2,870,000.00	391,197.91	2,478,802.09	362,220.88	2,507,779.12	4/17/24 - 6/30/27
WSDOT 5310 Special Needs Transp.	Regional Planning	Gil Cerise	002.39.0.0	200,000.00	17,999.56	182,000.44	-	200,000.00	7/1/25 - 6/30/27
22,810,430.32									16,947,651.99
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