



Puget Sound Regional Council

## Operations Committee

Thursday, September 22, 2022 • 9:00 – 9:50 AM

**Hybrid Meeting - PSRC Conference Room – 1011 Western Avenue, Suite 500, Seattle, 98104**

### Attend, watch or listen

- The public can attend meetings at PSRC's offices
- Watch the meeting live at <https://www.psrc.org/watch-meetings>
- Listen by phone 1-888-475-4499, Meeting ID: 878 6268 1077, Passcode: 840998

### Provide public comment

- **In-person**  
Public comment may be made in person at PSRC's office. You will have 2 minutes to speak.
- **Comment during the meeting by Zoom or phone:** [Register here](#)  
You will have 2 minutes to address the board. To allow staff time to process requests, registration is required and closes at 8:00 am the day of the meeting. Late registrations will not be accepted.
- **Written comments**  
Comments may be submitted via email to [cmoreau@psrc.org](mailto:cmoreau@psrc.org) by 8:00 am the day of the meeting. Comments will be shared with board members. Comments received after the deadline will be provided to board members after the meeting.

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

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### 1. Call to Order and Roll Call (9:00) - Mayor Becky Erickson, Chair

### 2. Communications and Public Comment

### 3. Consent Agenda

- a. Approve Minutes of Meeting held July 28, 2022
- b. Approve Vouchers Dated June 30, 2022 through August 29, 2022 in the Amount of \$1,619,195.99

### 4. Action Items

- a. Approve Contract Authority for Website Support Services
- b. Approve Contract Authority for PSRC's Move-Related Expenses
- c. Approve Contract Authority for In-House Leadership Development Training
- d. Approve PSRC Executive Board Representation

### 5. Information/Discussion Items

- a. Annual Weighted Votes Revision
- b. Review of Schedule for Development of Fiscal Years 2024-2025 Budget and Work Program

- c. PSRC 2022 Base Pay Market Study – etairosHR
- d. Housing Public Opinion Survey Update
- e. Employee Status Report
- f. Monthly Budget Report
- g. Contract Status Report
- h. Grant Status Report
- i. Transit-Oriented Development Event - Friday, October 21 - Registration Open
- j. Save the Date - Wednesday, November 30, 10-11:30 AM, Joint Board Session on Institutional and Structural Racism

**6. Next Meeting:**

Thursday, October 27, 2022, 9:00 - 9:50 AM

**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 Casey Moreau, e-mail [cmoreau@psrc.org](mailto:cmoreau@psrc.org); fax (206) 587-4825; or mail.

Sign language and communication material in alternate formats can be arranged given sufficient notice by calling (206) 464-7090 or TTY Relay 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 MEETING**

**THURSDAY, JULY 28, 2022**

#### **PUGET SOUND REGIONAL COUNCIL, HYBRID MEETING**

**9:00 a.m.**

#### **1. Call to Order and Roll Call**

Mayor Becky Erickson called the meeting of the Operations Committee to order at 9:00 a.m. Chair Erickson shared that this would be a hybrid meeting for the Operations Committee, allowing for remote and in-person attendance. A call-in number was provided on the meeting agenda for members of the public to listen to the meeting.

#### **2. Communications and Public Comment**

Alex Tsimerman provided public comment.

A quorum was established. See attached attendance roster for members and alternates present for all or part of the virtual meeting.

Guests and staff present for all or part of the virtual meeting were:

Larry Blackett, PSRC  
 Elsa Brown, City of Seattle  
 Josh Brown, PSRC  
 Nancy Buonanno Grennan, PSRC  
 Megan Grzybowski, PSRC  
 Craig Helmann, PSRC  
 Patty Jakala, PSRC  
 Robin Koskey, PSRC  
 Thu Le, PSRC  
 Liana Lopez, PSRC  
 Casey Moreau, PSRC  
 Alex Tsimerman  
 Andrew Werfelmann, PSRC

#### **3. Consent Agenda**

- a. Approve Minutes of Meeting held June 23, 2022
- b. Approve Vouchers Dated May 31, 2022 through July 11, 2022 in the Amount of \$967,387.26

**Consent Agenda–Action: It was moved and seconded (Low/Figueroa) to approve the minutes of the Operations Committee meeting June 23, 2022, and the vouchers dated May 31, 2022 through July 11, 2022 in the Amount of \$967,387.26. The motion was unanimous.**

**4a. Action Item – PSRC FY 2023 Indirect Cost Rate Approval**

Andrew Werfelmann, PSRC, shared that on an annual basis, PSRC prepares the indirect cost rate proposal. PSRC’s MPO/RTPO agreement with WSDOT requires Executive Board approval of PSRC’s indirect cost proposal. Mr. Werfelmann provided background on the indirect cost rate and how it is used to allocate costs to federal awards.

**ACTION: It was moved and seconded (Figueroa/Young) to: Recommend that the Executive Board approve PSRC’s Fiscal Year 2023 indirect cost rate proposal with a benefit rate of 58.74% and indirect rate of 43.18%. The motion was unanimous.**

**4b. Action Item – Budget Amendment to Add Revenue from Department of Commerce for Housing Public Opinion Survey**

Nancy Buonanno Grennan, PSRC, briefed the committee that it had approved contract authority for a Housing Public Opinion Survey at its April 28, 2022 meeting. PSRC has prepared a budget amendment to increase revenues from the Washington State Department of Commerce by \$118,800. The Department of Commerce will partner with PSRC in the development of the public opinion survey.

Members with questions and suggestions for the survey were directed to reach out to Paul Inghram, [pinghram@psrc.org](mailto:pinghram@psrc.org). The committee will also receive an update on the survey progress at its September meeting.

**ACTION: It was moved and seconded (Figueroa/Low) to Recommend that the Executive Board approve the proposed budget and work program amendment, increasing the Growth Management budget by an additional \$118,800 as outlined below. This increase in revenues is due to the anticipated funding by the state Department of Commerce. The motion was unanimous.**

**4c. Action Item – Contract Authority for On-Call Model Development Support**

Craig Helmann, PSRC, provided information about PSRC’s regional activity-based travel demand model and key improvements identified for the future. PSRC relies on staff expertise as well as an on-call technical support for the continued development, design and implementation of the model. The request for a consultant contract for on-call support would not exceed \$100,000.

**ACTION: It was moved and seconded (Figueroa/Low) Recommend that the Executive Board authorize the Executive Director to enter a consultant contract for on-call support not to exceed \$100,000 for further development of the**

**agency's activity-based travel demand modeling system. The motion passed unanimously.**

**4d. Action Item – Contract Authority for Joint Development of Travel Model Software**

Mr. Helmann briefed the committee on PSRC's efforts to develop travel modeling tools. PSRC participates in a collaborative agreement with other agencies to lower the costs associated with travel model development. The current agreement with the collaborative expires September 30, 2022. The proposed action would allow PSRC to continue in the cross-agency effort where each agency contributes staff time and funding to cover costs of travel model development. The cost to continue in the agreement is not to exceed \$35,000.

**ACTION: It was moved and seconded (Figueroa/Low) Recommend that the Executive Board authorize the Executive Director to enter into a new 6-year cooperative agreement with the Association of Metropolitan Planning Organizations Research Foundation (AMPORF) for the joint development of travel model software not to exceed \$35,000 for FY2023 with future budget allocations contingent on PSRC board approval. The motion passed unanimously.**

**5. Executive Session Regarding Real Estate Matters Pursuant to RCW 42.30.110(1)(b)**

Mayor Erickson announced that the committee would go into Executive Session to discuss real estate matters. The committee went into Executive Session at 9:22 AM. The committee reconvened from Executive Session at 9:40 AM.

**6a. Action Item – Authorize Executive Director to Execute Office Space Lease**

Mayor Erickson announced that the committee was back in session at 9:40 AM. She asked for a motion regarding PSRC's Office Space Lease.

**ACTION: It was moved and seconded (Figueroa/Young) to recommend that the Executive Board authorize the Executive Director to execute a lease for new office space at 1201 3<sup>rd</sup> Avenue in downtown Seattle effective 2024. The motion passed unanimously.**

**7a. Information Item – New Employee Status Report**

Thu Le introduced one new employee in the Data Department: Megan Grzybowski.

**7b. Information Item – Monthly Budget Status Report**

**7c. Information Item – Contract Status Report**

**7d. Information Item – Grant Status Report**

Monthly reports were included in the agenda packet. There were no questions on the monthly reports.

There is no meeting scheduled in August.

The meeting adjourned at 9:44 AM.

Attachments:

Operations Cmte July 28, 2022 Attendance Roster

**PSRC Operations Committee July 28, 2022**

Jurisdiction		Member	Attend
King County	2	CM Claudia Balducci	
		CM Joe McDermott	
City of Seattle	1	CM Andrew Lewis	
King County Cities/Towns	1	CM Chris Roberts, Shoreline	
		MYR Dana Ralph, Kent Alt.	1
Kitsap County & Cities/Towns	1	MYR Becky Erickson, Poulsbo, Chair	1
		CM Rob Gelder, Kitsap County Alt.	1
Pierce County	1	CM Derek Young	1
		CM Dave Morell Alt.	
Pierce County Cities/Towns	1	MYR Pro Tem Javier Figueroa, University Place	1
		CM Ned Witting, Puyallup	1
Snohomish County	1	CM Sam Low	1
		CM Stephanie Wright Alt.	
Snohomish County Cities/Towns	1	MYR Barb Tolbert, Arlington	1
		CM Bryan Wahl, Mountlake Terrace Alt.	
Statutory Members: Ports, WSDOT, WA Trans. Commission	1	COM Hester Serebrin, WSTC	
		COM Glen Bachman, Port of Everett Alt.	
Members	10	Present	8
		Quorum (5)	6

Attachment: Operations Cmte July 28, 2022 Attendance Roster (3500 : Operations Minutes July 2022)



## Puget Sound Regional Council

### CONSENT AGENDA

September 15, 2022

**To:** Operations Committee

**From:** Josh Brown, Executive Director

**Subject:** **Approve Vouchers Dated June 30, 2022 through August 29, 2022 in the Amount of \$1,619,195.99**

### 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. Because the meeting is being attended remotely, PSRC will email voucher information to 2 members of the Operations Committee for review and approval.

### RECOMMENDED ACTION

Recommend the Executive Board approve the following vouchers:

#### REQUESTED

<u>WARRANT DATE</u>	<u>VOUCHER NUMBER</u>		<u>TOTALS</u>
07/18/22 - 08/29/22	AP Vouchers	\$	665,801.95
06/30/22 - 07/31/22	Payroll	\$	953,394.04
			\$ 1,619,195.99

For additional information, please contact Andrew Werfelmann at 206-971-3292; email [awerfelmann@psrc.org](mailto:awerfelmann@psrc.org).





## Puget Sound Regional Council

### **ACTION ITEM**

September 15, 2022

**To:** Operations Committee

**From:** Josh Brown, Executive Director

**Subject:** **Approve Contract Authority for Website Support Services**

### **IN BRIEF**

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 a consultant contract, not to exceed \$45,000 over the course of three years, for website support services.

### **RECOMMENDED ACTION**

Recommend the Executive Board authorize the Executive Director to enter a consultant contract for website support services not to exceed \$45,000 over the course of three years.

### **BUDGET IMPACT**

The adopted Biennial Budget and Work Program for FY 2022-2023 includes sufficient funding for this task. Funding for Year 2 and Year 3 is contingent on adoption of the FY 2024-2025 Biennial Budget and Work Program.

### **DISCUSSION**

PSRC recently launched a new agency website at psrc.org. PSRC would like to enter into a website support agreement to provide technical support for the agency website. Services would include core and module security updates for the website platform, help desk assistance, and design and programming adjustments.

For more information, contact Robin Koskey, Director of Government Relations and Communications, at [rkoskey@psrc.org](mailto:rkoskey@psrc.org) or Carolyn Downs, Communications Systems Specialist, at [cdowns@psrc.org](mailto:cdowns@psrc.org).



## Puget Sound Regional Council

### **ACTION ITEM**

September 15, 2022

**To:** Operations Committee  
**From:** Josh Brown, Executive Director  
**Subject:** **Approve Contract Authority for PSRC's Move-Related Expenses**

### **IN BRIEF**

Authorization by the Executive Board is required for the Executive Director to enter into a contract in excess of \$10,000 per year. A request is being made to authorize the Executive Director to execute contracts for certain tenant improvement expenses needed for PSRC's new office space.

### **RECOMMENDED ACTIONS**

1. Authorize the Executive Director to enter one or more contracts for audio-visual system design, not to exceed \$12,000 in FY 2023.
2. Authorize the Executive Director to enter into one or more contracts for office furniture and fixtures design, not to exceed \$12,000 in FY 2023.

### **BUDGET IMPACT**

The FY 2024-2025 Biennial Budget and Work Program will contain the costs associated with the new lease, as well as the furniture and information technology infrastructure costs associated with the move. While the contracts will be entered into during the FY2023 budget period, the expenses for these will be mostly incurred and thus reflected in the FY2024-2025 Biennial Budget and Work Program period. There are sufficient funds within the current fiscal year's budget to cover expenses as they are incurred.

### **DISCUSSION**

On July 28, 2022, the Executive Board authorized the Executive Director to execute a lease for new office space at 1201 3<sup>rd</sup> Avenue, effective January 1, 2024. Staff has

been working with the new landlord and its joint architect consultants, Weaver and Associates, to design the space to meet PSRC's office needs.

The lease as executed is "turn-key," meaning, the landlord has agreed to absorb the costs associated with improving the space to meet PSRC's needs. Specifically excluded from the tenant improvement costs are furniture, moving expenses, cabling and audio-visual (AV) design and installation.

#### Audi-Visual Equipment Contracts

The team is working to get final construction designs out to bid the week of November 14, 2022. To that end, the AV design and detailed plans will be needed to ensure that PSRC's new board room and meetings rooms are equipped with the technology to hold effective hybrid meetings of a variety of sizes. It is anticipated that the design itself will not exceed \$12,000. Once completed, staff will have estimated costs associated with equipment purchase and installation for the dividable board room, and additional six meeting rooms. While the design expenses will be incurred within this current fiscal year, the bulk of the expenses associated with equipment purchases and installation will be incurred in the next fiscal year.

#### Office Space Fixtures and Furniture Design Contracts

As part of the office relocation, staff have been working to inventory its existing furniture that can be re-used in the new space, as well as determining its new furniture needs. PSRC will need to issue an RFP for the purchase of that new furniture, and staff anticipates coming to the Operations Committee for authority for the new furniture purchase at its October meeting. In the interim, it is seeking authority to enter into one or more contracts for a consultant to assist in this process in an amount not to exceed \$12,000, including ensuring the existing furniture fits into the space and use intended in the new office design. This contract authority will also assist in the design of fixtures not covered by the lease's turnkey tenant improvements provisions.

For more information, please contact Nancy Buonanno Grennan, Deputy Executive Director, at [nbgrennan@psrc.org](mailto:nbgrennan@psrc.org) or (206) 464-7527.



## Puget Sound Regional Council

### **ACTION ITEM**

September 15, 2022

**To:** Operations Committee  
**From:** Josh Brown, Executive Director  
**Subject:** **Approve Contract Authority for In-House Leadership Development Training**

### **IN BRIEF**

Authorization by the Executive Board is required for the Executive Director to enter into a contract in excess of \$10,000 per year. A request is being made to authorize the Executive Director to enter into a contract for in-house leadership development training for PSRC staff, in an amount not to exceed \$18,000.

### **RECOMMENDED ACTION**

Recommend that the Executive Board authorize the Executive Director to enter into a consultant contract for in-house leadership development training in an amount not to exceed \$18,000.

### **BUDGET IMPACT**

The adopted Biennial Budget and Work Program for Fiscal Years 2022-2023 includes funding for staff training and development and is sufficient to absorb the costs associated with this particular training.

### **DISCUSSION**

As part of PSRC's commitment to investing in the professional development of its staff, staff from across the agency came together to identify the types of agencywide training opportunities that would be of most value and interest. Staff expressed interest in PSRC hosting an in-house leadership development training to ensure all staff have an opportunity to learn fundamental tenants of leading themselves, leading teams and leading at the organizational level, with a public sector lens. After soliciting proposals

from a number of training institutions, staff selected the Virginia Institute of Government (VIG), the leadership development and community engagement arm of the Weldon Cooper Center for Public Service at the University of Virginia (UVA). Working with the VIG, PSRC will host a three-day intensive program, called LEAD (Leading, Educating and Developing), with the following objectives for participants:

- Examine, discuss and apply the most relevant and powerful leadership practices, with focused discussions on the distinct and complex experiences of local governmental leaders
- Deepen their understanding of inclusive leadership, with specific sessions on diversity, equity, and inclusion
- Develop interpersonal skills and organizational leadership skills
- Create a clear roadmap of who they can immediately apply the concepts learned from the program to their specific organizations
- Build essential skills and awareness through team engagement

VIG hosts one-week sessions at its UVA campus, but at a much higher per participant charge (over \$5,000/attendee versus the approximately \$400/attendee). The total number of participants are limited to 45, and once all PSRC staff have had an opportunity to enroll, if there are still seats left, we will open it up for member agencies to send staff to the session, scheduled for December 5-7, 2022.

For more information, please contact Nancy Buonanno Grennan, Deputy Executive Director, at [nbgrennan@psrc.org](mailto:nbgrennan@psrc.org) or (206) 464-7527.



## Puget Sound Regional Council

### **ACTION ITEM**

September 15, 2022

**To:** Operations Committee  
**From:** Josh Brown, Executive Director  
**Subject:** **Approve PSRC Executive Board Representation**

### **IN BRIEF**

Every three years pursuant to PSRC's Interlocal Agreement (Section 5.C.3), the Executive Board considers the distribution of county and city representation on the Executive Board.

### **RECOMMENDED ACTION**

Recommend that the Executive Board retain the existing representation at 36 members.

### **DISCUSSION**

Beginning with a review in January 2019, the Executive Board adopted its current 36-member representation in January 2020, adding the principal cities of Lakewood, Port Orchard, and Redmond. RCW 47.80.060 provides for the following:

#### Executive board membership

In order to qualify for state planning funds available to regional transportation planning organizations, the regional transportation planning organizations containing any county with a population in excess of one million shall provide voting membership on its executive board to the state transportation commission, the state department of transportation, the four largest public port districts within the region as determined by gross operating revenues, any incorporated principal city of a metropolitan statistical area within the region, as designed by the United States census bureau, and any incorporated city within the region with a population in excess of eighty thousand. It shall further assure that at least fifty percent of the county and city local elected officials who serve on the executive board also serve on transit agency boards or on a regional transit authority.

The US Census Bureau did not report any changes to the principal cities in the Central Puget Sound region. Two entities, the City of Seattle and Pierce County, remain eligible for an additional seat based upon changes in population. Staff has been in contact with both jurisdictions, and both are not requesting an additional seat on the Executive Board.

For more information, please contact Nancy Buonanno Grennan, Deputy Executive Director, at 206-464-7527 or [nbgrennan@psrc.org](mailto:nbgrennan@psrc.org).





## Puget Sound Regional Council

### INFORMATION ITEM

September 15, 2022

**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 August 2022 is attached.

### DISCUSSION

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 government 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, 2022, OFM population figures show the region's member jurisdictions as a whole has a population of 4,372,905, up slightly from the 2021 figure of 4,319,995. Kitsap County's 2022 share of that regional population is 6.421%, with a total resident population of all member jurisdictions of 280,900. Therefore, Kitsap and all the member jurisdictions receive 64.21 total weighted votes ( $6.424\% \times 1000$  weighted votes). Half of those total weighted votes or 32.12 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.

The weighted votes are updated every September, and do not impact the representatives to the Executive Board. The Executive Board representatives are reviewed every three years, pursuant to the ILA Article V, Section C.3. The Operations Committee's next review will be held this month.

For more information, please contact Nancy Buonanno Grennan, Deputy Executive Director, at 206-464-7527 or [nbgrennan@psrc.org](mailto:nbgrennan@psrc.org).

Attachments:

FY2023 Executive Board Weighted Votes

**PSRC Executive Board Weighted Votes and Representatives  
effective August 5, 2022**

	OFM 4/1/2022 Population	% of Population	Rep. Based on % of Population	Representatives	FY 2023 Weighted Vote
<b>King</b>	2,317,700	53.001%	15.900	15.88	530.01
County	248,160	5.675%	1.702	2	265.01
Seattle	762,500	17.437%	5.231	4	97.64
Bellevue	153,900	3.519%	1.056	1	19.71
Federal Way	101,800	2.328%	0.698	1	13.04
Kent	137,900	3.154%	0.946	1	17.66
Kirkland	93,570	2.140%	0.642	1	11.98
Redmond*	75,270	1.721%	0.516	1	9.64
Renton	107,500	2.458%	0.737	1	13.77
Auburn	78,690	1.799%	0.540	0.88	10.08
Other Cities & Towns	558,410	12.770%	3.831	3	71.51
<b>Kitsap</b>	280,900	6.424%	1.927	4	64.24
County	182,040	4.163%	1.249	1	32.12
Bremerton	45,220	1.034%	0.310	1	14.69
Port Orchard*	16,400	0.375%	0.113	1	5.33
Other Cities & Towns	37,240	0.852%	0.255	1	12.10
<b>Pierce</b>	936,040	21.405%	6.422	5.12	214.06
County	440,800	10.080%	3.024	2	107.03
Tacoma	220,800	5.049%	1.515	1	47.72
Auburn	10,060	0.230%	0.069	0.12	2.17
Lakewood*	63,800	1.459%	0.438	1	13.79
Other Cities & Towns	200,580	4.587%	1.376	1	43.35
<b>Snohomish</b>	838,265	19.170%	5.751	5	191.70
County	371,915	8.505%	2.551	2	95.85
Everett	113,300	2.591%	0.777	1	23.29
Other Cities & Towns	353,050	8.074%	2.422	2	72.56
<b>Cities/Towns/Counties</b>	4,372,905	100%	30.000	30	1,000.00
<b>Statutory Members</b>					
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
<b>Grand Total</b>				36	1,153.00
<b>NOTE:</b>					
Population figures provided by OFM and only include member jurisdictions. (Non-members include Brier, Carbonado, Gold Bar, Index and South Prairie.)					
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. The Executive Board Representatives will be reviewed next by the Operations Committee in the fall of 2022.					
*Principal City Per OMB					

Attachment: FY2023 Executive Board Weighted Votes (3515 : Annual Weighted Votes Revision)



## Puget Sound Regional Council

### INFORMATION ITEM

September 15, 2022

**To:** Operations Committee

**From:** Josh Brown, Executive Director

**Subject: Review of Schedule for Development of Fiscal Years 2024-2025  
Budget and Work Program**

### BACKGROUND

In September, the Operations Committee will be presented with a tentative schedule for developing the FY24-25 budget and work program (see attached). The budget and work program will be developed in the fall of 2022 and is scheduled for adoption by the General Assembly in the spring of 2023.

If you have any questions, please contact Andrew Werfelmann at 206-688-8220 or e-mail [awerfelmann@psrc.org](mailto:awerfelmann@psrc.org).

Attachments:  
Key Dates FY24-25

## FY2024-25 Biennial Budget & Work Program Development Key Dates

### July - August 2022

Prepare estimates of revenues and expenses.

### August 2022

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

### September 2022

Operations Committee receives proposed budget schedule.

### September 2022

Executive Committee reviews budget assumptions for revenues and expenditures.

### September – November 2022

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

### September – November 2022

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 2022

Operations Committee reviews budget assumptions for revenue and expenditures, reviews budgetary policies, and recommends dues increase for Fiscal Years 2024-2025.

### November 2022

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 2022

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.

### January - February 2023

Transportation Policy Board & Growth Management Policy Board as well as Economic Development 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 2023

Operations Committee submits Final Draft Budget and Work Program and any additional changes to Executive Board. Executive Board transmits Final Draft Budget including revisions to General Assembly.

### April 2023

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

**May 2023**

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

**May 2023**

General Assembly acts on Final Draft Budget.

**May/June 2023**

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

**April – June 2023**

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 2023**

Economic Development Board adopts Economic Development portion of the budget.

**July 1, 2023**

Biennial Work Program and Budget Begins.

**September 2023**

Operations Committee given Supplemental Budget Schedule.

**October 2023**

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

**December 2023**

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

**January – February 2024**

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 2024**

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

**May 2024**

General Assembly adopts the Supplemental Biennial Budget and Work Program.

**July 2024**

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



## Puget Sound Regional Council

### DISCUSSION ITEM

September 15, 2022

**To:** Operations Committee  
**From:** Josh Brown, Executive Director  
**Subject:** **PSRC 2022 Base Pay Market Study – etairosHR**

PSRC contracts with its human resources consultant, Amy Efroymsen, of etairosHR, to perform an annual base pay market study. Ms. Efroymsen completed the 2022 study in August 2022 comparing PSRC's pay with the external market to ensure that the agency's salaries remain competitive with comparable jurisdictions.

In general, PSRC's salaries are within five percent of the market average at the beginning and maximum of the salary ranges. However, the midpoint of the ranges have fallen behind. To ensure continued market competitiveness, and to acknowledge the rise in the cost-of-living adjustment, PSRC implemented Ms. Efroymsen's recommendations as follows:

1. The minimum and maximum of the salary ranges will be increased effective September 1, 2022 by two percent (2%)
2. The midpoint of the ranges will be increased by four percent (4%).
3. Range D will be combined with range E and all roles within will be reflective of the range E minimum, midpoint, and maximum. This will also reduce the overall number of pay bands from eleven to ten.
4. The midpoint for range G and the maximum for range E will see an additional adjustment to reflect market results

The adjustment of the bands will not impact current employees' pay unless their pay falls below the newly established minimum salary for their position.

These changes maintain PSRC's competitiveness, which is critical to acquiring and retaining the talent needed to meet the demands and goals of the Regional Council. For more information, please contact Amy Efroymsen at [amy@etairoshr.com](mailto:amy@etairoshr.com) or Nancy Buonanno Grennan at [nbgrennan@psrc.org](mailto:nbgrennan@psrc.org), 206-464-7527.

Attachments:

A - 2022 Base Pay Market Study Report

B - 2022 Base Pay Market Study Parameters

C - 2022 - 2023 Pay Bands



**2022 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 2022 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 eleven pay bands with a minimum, midpoint (normally considered average market pay), and a maximum.

**Methodology**

Eighteen positions were selected for the market study which is fifty percent of PSRC's positions. Sixty-four percent 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.

Three 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
2022 Washington Public Employers Salary Survey	36 Organizations
2022 Puget Sound Area Compensation Survey	101 Organizations
2022 Washington City and County Survey	6 cities; 4 counties

**Results**

The results of this study confirmed that while PSRC has continued to move forward with a competitive footing in the market there are still 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 changes have been made:

1. **Range Increase:** The minimum and maximum of all salary ranges have been adjusted by 2% as of September 1, 2022 to account for a cost-of-living increase in the region. The midpoint of the salary ranges have been adjusted by 4% as of September 1, 2022 to account for continued market movement.

2. **Pay Band Consolidation:** Positions in pay band D will be combined with pay band E and all roles within the newly combined pay band will be at the new pay band E levels. This will reduce the overall number of pay bands from eleven to ten.
3. **Additional Pay Band Adjustments:** The midpoint of pay band G and the maximum of pay band E received an additional adjustment to reflect the market study results.

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 2022 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.

2021 (17 positions)	2022 (18 positions)
<ul style="list-style-type: none"> <li>• Receptionist/Administrative Services Coord</li> <li>• Administrative Assistant II</li> <li>• Executive Assistant</li> </ul>	<ul style="list-style-type: none"> <li>• Receptionist/Administrative Services Coord</li> <li>• Administrative Assistant II</li> <li>• Executive Assistant</li> <li>• Executive Administrator</li> </ul>
<ul style="list-style-type: none"> <li>• Accountant</li> <li>• Senior Accountant</li> <li>• Budget Manager</li> <li>• Finance Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Accountant</li> <li>• Senior Accountant</li> <li>• Budget Manager</li> <li>• Finance Manager</li> </ul>
<ul style="list-style-type: none"> <li>• Associate Graphic Designer</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Graphic Designer</li> </ul>
<ul style="list-style-type: none"> <li>• Senior IT Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• Senior IT Specialist</li> <li>• Senior Data Programmer &amp; Analyst</li> </ul>
<ul style="list-style-type: none"> <li>• HR Manager</li> </ul>	<ul style="list-style-type: none"> <li>• HR Manager</li> </ul>
<ul style="list-style-type: none"> <li>• Director of Communications</li> </ul>	
<ul style="list-style-type: none"> <li>• Assistant Planner</li> <li>• Associate Planner</li> <li>• Senior Planner</li> <li>• Principal Planner</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Planner</li> <li>• Associate Planner</li> <li>• Senior Planner</li> <li>• Principal Planner</li> </ul>
<ul style="list-style-type: none"> <li>• GIS Analyst</li> <li>• Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>• GIS Analyst</li> <li>• Program Manager</li> </ul>

Attachment: B - 2022 Base Pay Market Study Parameters (3517 : PSRC 2022 Base Pay Market Study – etairosHR)

<b>Survey/Data Source</b>	<b>Number of Participants</b>
2022 Washington Public Employers Salary Survey	36 Organizations
2022 Puget Sound Area Compensation Survey	101 Organizations
2022 Washington County Survey	King, Kitsap, Pierce & Snohomish
2022 Washington City Survey	Central Sound Cities with 110,000 + population (Bellevue, Everett, Kent, Renton, Seattle, Tacoma)

## PSRC Pay Bands

Effective September 2022

Pay Bands	Positions (Listed alphabetically within each band)	Annual Salary Range		
		Minimum	Midpoint	Maximum
J	Executive Director	\$216,000	\$258,000	\$285,000
I	Deputy Executive Director	\$146,000	\$208,000	\$237,000
H	Director	\$135,000	\$165,000	\$206,000
G	Program Manager	\$120,000	\$145,000	\$165,000
F	Budget Manager Data Scientist Finance Manager HR Manager Principal Communications Manager Principal Modeler Principal Planner	\$102,000	\$127,000	\$143,000
E	Database Manager Senior Data Programmer and Analyst Senior IT Specialist Senior Modeler Senior Planner Senior Planner/GIS Analyst Senior Public Engagement Specialist	\$85,000	\$108,000	\$130,000
D	Associate Planner Executive Administrator Library Manager Senior Accountant Senior Communications Specialist	\$77,000	\$94,000	\$123,000
C	Accountant Assistant Data Programmer and Analyst Assistant Planner Associate Graphic Designer Digital Graphic Designer Executive Assistant	\$66,000	\$84,000	\$106,000
B	Administrative Assistant II Support Services Specialist	\$58,000	\$73,000	\$87,000
A	Data Technician Receptionist/Administrative Services Coordinator	\$47,000	\$56,000	\$72,000

Updated 9/1/2022

**NOTE:** Minimum and Maximum increased by 2% and Midpoint increased by 4% from February 2022, rounded to the next highest 1,000.

Attachment: C - 2022 - 2023 Pay Bands (3517 : PSRC 2022 Base Pay Market Study – etairosHR)



## Puget Sound Regional Council

### INFORMATION ITEM

September 15, 2022

**To:** Operations Committee  
**From:** Paul Inghram, Director of Growth Management  
**Subject:** **Housing Public Opinion Survey Update**

### IN BRIEF

The board authorized a contract for a public opinion survey on housing in April. Through a competitive process, PSRC selected the consulting firm PRR to conduct the survey. Staff will provide the committee with an update on the work.

### DISCUSSION

Housing access and affordability were identified as regional priorities in VISION 2050. To learn more about public opinions on housing, PSRC and the state Department of Commerce collaborated to contract with PRR to develop and conduct a statistically valid public opinion poll. PRR's work for PSRC will cover the four-county area of the central Puget Sound. Their work for Commerce will cover the remainder of the state of Washington. This collaborative effort will allow us to gain a better understanding of the public interest and support for implementation of housing strategies both within the PSRC region and statewide.

The intent is to collect sample data sufficient to look at the region as a whole and major subareas as well as to assess demographic differences. Survey results will aid PSRC in development of housing strategies and provide useful information to local governments as they update the housing elements of their comprehensive plans.

The survey builds on recent work – including assessing the Regional Housing Strategy, past opinion polls, and other resources – and can help to identify future work items. PRR, PSRC, and Commerce worked to identify information that would be desirable to obtain through the survey. PRR developed and tested a draft survey and is scheduled

to conduct the survey in September and October in order to have results for fall board meetings.

We estimate that initial results will be available near the end of October with a full report in November. Findings will be shared with PSRC boards and made available online.

For more information, please contact Paul Inghram at (206) 464-7549 or [pinghram@psrc.org](mailto:pinghram@psrc.org) or Laura Benjamin at [lbenjamin@psrc.org](mailto:lbenjamin@psrc.org).



## Puget Sound Regional Council

### INFORMATION ITEM

September 15, 2022

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

PSRC would like to update the committee on staff who have transitioned roles. PSRC encourages and celebrates staff taking on new roles as aligned with their interest:

#### **Monica Adkins – Support Services Specialist**

Monica has worked at PSRC for over 5 years. Monica transitioned from an Administrative Assistant II in the Transportation Planning Division to Support Services Specialist in Administrative Services in September 2022.

#### **Kristin Mitchell – Assistant Planner**

Kristin has worked at PSRC for over 5 years. Kristin transitioned from an Administrative Assistant II in Growth Management Planning to an Assistant Planner in the Data Department in August 2022.

#### **Maggie Moore – Senior Planner**

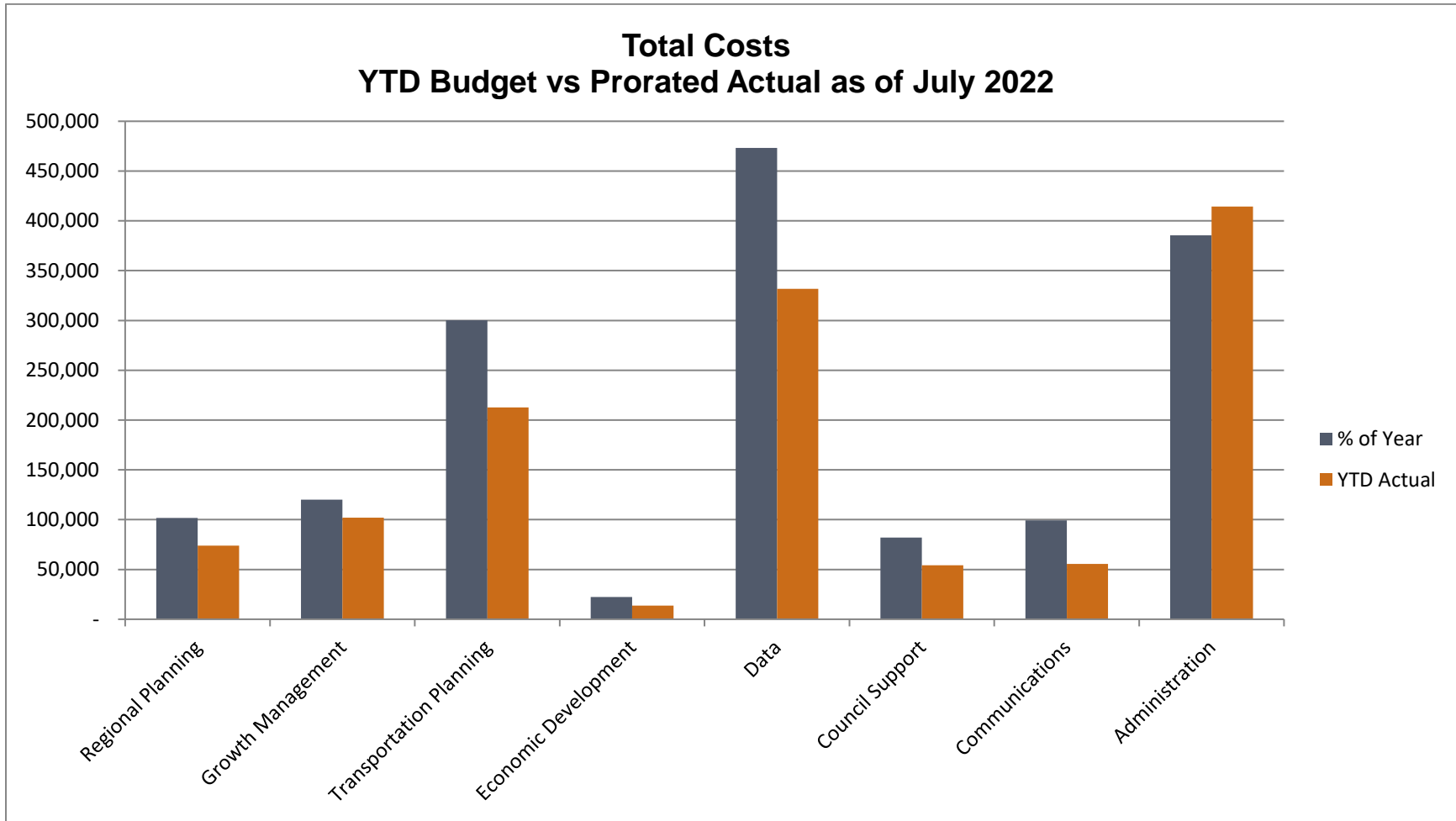
Maggie has worked at PSRC for over 5 years. Maggie transitioned from the Regional Planning Division to the Growth Management Planning Division in October 2021.

#### **Noah Boggess – Senior Public Engagement Specialist**

Noah has worked at PSRC for over 2 years. Noah transitioned roles within the Regional Planning Division, moving from an Associate Planner to Senior Public Engagement Specialist in May 2022.

For more information, please contact Thu Le at 206-464-6175 or [tle@psrc.org](mailto:tle@psrc.org).





Budget as of July 2022 Amended Supplemental 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.

6.7% of labor, 0.5% of overall consultant budget, and 11.1% of direct budget expended.

First month of new fiscal year. Some direct expenditures are annual costs paid upfront.

Communication: Monthly Budget Report (Information/Discussion Items)

Puget Sound Regional Council  
**LARGE CONTRACT STATUS REPORT**  
as of 9/9/2022

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
<b>NEW</b>										
PRR, Inc.	Public Survey Regarding Housing	Paul Inghram	04/28/22	08/10/22	0%	\$135,300	\$0	\$135,300	0%	1/30/23
<b>AMENDED</b>										
Francis & Company	On-Call Financial Services	Lili Mayer	06/27/19	03/02/20	100%	\$120,000	\$67,302	\$52,699	56%	2/28/23 <sup>1</sup>
<b>COMPLETED *** NONE</b>										
<b>PROJECT SPECIFIC</b>										
Aakavs Consulting	GIS/IT Technical Support	Carol Naito	03/25/21	06/23/22	0%	\$20,000	\$0	\$20,000	0%	12/31/23
AHBL	Stormwater Parks Technical Assistance	Erika Harris	07/23/20	09/01/21	0%	\$230,000	\$91,417	\$138,583	40%	10/31/22
CCS Global Tech	On-Call Support for Trans Projects Online Applications Services	Jennifer Barnes	10/21/21	01/18/22	0%	\$34,000	\$25,380	\$8,620	75%	06/30/23
King County MOA	Greenhouse Gas Emissions Inventory	Kelly McGourty	01/28/21	02/24/21	0%	\$25,000	\$20,000	\$5,000	80%	12/31/22
Seitel Systems	Information Systems and Network Support Services	Kathryn Johnson	05/27/21	07/01/21	0%	\$90,000	\$47,575	\$42,425	53%	06/30/23
Upanup Studios, Inc.	Website Redesign	Carolyn Downs	05/27/21	01/10/22	0%	\$80,000	\$76,640	\$3,360	96%	09/30/22
<b>ON-CALL</b>										
Cascadia Law Group	On-Call Legal Services	Nancy Buonanno Grennan	06/27/19	01/02/20	0%	\$260,000	\$208,363	\$51,637	80%	12/31/22
Fisko Kretschmer Smith Dixon Ormseth	On-Call Legal Services for Commercial Leases	Nancy Buonanno Grennan	05/27/21	06/08/22	0%	\$15,000	\$0	\$15,000	0%	tdb
Etairos HR	On-Call Human Resources Services	Thu le	05/27/21	09/15/21	100%	\$40,000	\$9,030	\$30,970	23%	06/30/23
Sebris Busto James	On-Call Legal Services	Nancy Buonanno Grennan	06/27/19	01/02/20	0%	\$15,000	\$6,835	\$8,165	46%	12/31/22
<b>TOTAL</b>						<b>\$1,064,300</b>	<b>\$552,541</b>	<b>\$511,759</b>		

\* [Staff Directory](#)  
\*\* Percentage of DBE/WBE as certified by Washington State  
\*\*\* A list of Completed Contracts is available on request.  
<sup>1</sup> Added \$25,000 to on-call budget for FY23

Operating Leases	Description	Minimum Annual Payments:					Totals	Contract End Date
		FY 2020	FY 2021	FY 2022	FY 2023	Thereafter		
Copiers NorthWest Copier Lease	36 months beginning November 2020	\$8,802	\$5,784	\$5,784	\$2,892	tdb	\$23,262	10/31/23
Granicus Web Streaming & Closed Captioning	48 months beginning June 2019	\$17,968	\$14,141	\$14,848	\$15,591	tdb	\$62,548	05/31/23
Tempest Technologies, Inc.	36 months beginning April 2020	\$4,805	\$5,250	\$6,450	optional	tdb	\$16,505	03/31/23
Waterfront Holdings	Office Lease - Amended March 21, 2012	\$1,006,326	\$1,033,524	\$1,060,722	\$1,087,920	tdb	\$9,655,290	05/31/24

**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
Avidex	Audio/Visual Design Services	Nancy Buonanno Grennan	N/A	09/07/22	0%	\$10,000	\$0	\$10,000	0%	tdb

Communication: Contract Status Report (Information/Discussion Items)

**Puget Sound Regional Council  
GRANT STATUS REPORT**

Active Grants									
Granting Agency	Description	Project Lead	Project Number	Grant Amount	Expended as of 7/31/22	Remaining to be Expended	Billed as of 7/31/2022	Remaining to bill	Grant Period
FHWA Funding FY22-23	Regional Planning	Lili Mayer	Multiple	6,769,345.78	2,553,621.72	4,215,724.06	2,553,621.72	4,215,724.06	7/1/21 - 6/30/23
FTA 5303 Funding FY22-23	Regional Planning	Lili Mayer	Multiple	2,573,630.06	774,409.50	1,799,220.56	774,409.50	1,799,220.56	7/1/21 - 6/30/23
RTPO FY22/23	Regional Planning	Lili Mayer	Multiple	1,506,056.00	856,364.07	649,691.93	856,364.07	649,691.93	7/1/21 - 6/30/23
STBG	Regional Planning	Kelly McGourty	Multiple	2,000,000.00	1,166,677.40	833,322.60	1,166,677.40	833,322.60	7/1/21 - 6/30/23
EDA Planning Grant	Regional Planning	Jason Thibedeau	Multiple	300,000.00	231,698.00	68,302.00	225,000.00	75,000.00	4/1/20 - 3/31/23
WSDOT 5310 Special Needs Trans	Regional Planning	Gil Cerise	002.39.0.0	400,000.00	354,189.39	45,810.61	345,676.49	54,323.51	5/1/20 - 6/30/23
WA Department of Ecology	Stormwater Parks	Erika Harris	Multiple	268,965.00	120,387.74	148,577.26	109,952.39	159,012.61	8/1/20 - 10/31/22
NEW FY22 FTA 5307 RTP	Regional Planning	Gil Cerise	Multiple	1,250,000.00	459,206.00	790,794.00	459,206.00	790,794.00	1/5/22 - 3/31/24
<b>15,067,996.84</b>								<b>8,577,089.27</b>	
Recently Completed									
EDA CARES Act Grant*	Regional Planning	Jason Thibedeau	003.08.0.0	400,000.00	352,245.57	47,754.43	352,245.57	47,754.43	7/1/20 - 6/30/22
FTA 5307 Regional Transit Planning	Regional Planning	Gil Cerise	Multiple	2,500,000.00	2,500,000.00	-	2,500,000.00	-	12/17/19 - 3/31/22
FHWA Carry Forward Funding FY21	Regional Planning	Lili Mayer	Multiple	2,664,679.00	2,664,679.00	-	2,664,679.00	-	7/1/21 - 2/28/22
FTA 5303 Carry Forward Funding FY21	Regional Planning	Lili Mayer	Multiple	408,478.00	408,478.00	-	408,478.00	-	7/1/21 - 12/31/21
RTPO FY20/21	Regional Planning	Diana Lauderbach	Multiple	1,767,177.00	1,767,177.00	-	1,767,177.00	-	7/1/19 - 6/30/21
STP	Regional Planning	Kelly McGourty	Multiple	2,000,000.00	2,000,000.00	-	2,000,000.00	-	7/15/19 - 6/30/24
FAA Grant**	Airport Improvement	Ben Bakkenta	000.50.3.0	1,641,361.00	1,527,590.97	113,770.03	1,527,590.97	113,770.03	9/17/18 - 6/30/21
WSDOT Passenger-Only Ferry Study	Regional Planning	Gil Cerise	002.07.0.0	350,000.00	350,000.00	-	350,000.00	-	10/15/19 - 3/31/21
EPA Healthy Watersheds Grant	Regional Planning	Erika Harris	001.12.0.0	200,000.00	200,000.00	-	200,000.00	-	10/1/16 - 6/30/21
EDA Planning Grant	Regional Planning	Jason Thibedeau	Multiple	300,000.00	300,000.00	-	300,000.00	-	4/1/17 - 3/31/20
FTA 5307 Regional Transit Planning	Regional Planning	Diana Lauderbach	Multiple	2,249,999.00	2,249,999.00	-	2,249,999.00	-	7/1/17 - 12/31/20
FTA 5310 Special Needs Transportation	Regional Planning	Gil Cerise	002.39.0.0	200,000.00	200,000.00	-	200,000.00	-	10/1/17 - 6/30/20
*Grant completed June 30, 2022. All spent funds have been received									
**All spent funds have been received for this grant. The balance shown is unspent consultant.									

Communication: Grant Status Report (Information/Discussion Items)

# TOD FOR ALL

Planning for 1 Million+  
New People Near Transi

Communication: Transit-Oriented Development Event - Friday, October 21 - Registration Open (Information/Discussion Items)

FRIDAY, OCTOBER 21, 2022

## PART 1

9:00 a.m. – 12:00 p.m.

Zoom – Virtual Panels

## PART 2

1:30 p.m. – 3:30 p.m.

In Person Walking Tours

The region is growing and making historic investments in transit, with over one million new residents expected to live near high-capacity transit by 2050. Join industry and community leaders to explore innovative techniques and best practices to build and sustain equitable transit communities that are accessible to all people and help to achieve the region's vision for growth.

Free to attend. [Online registration](#) is now open.



Puget Sound Regional Council

# Joint Board Session on Institutional and Structural Racism

Wednesday, November 30  
10:00 – 11:30 AM  
Hybrid Meeting

The joint board session will examine institutional and structural racism, including what these terms mean and how these forms of racism have created long-lasting racial disparities in the Puget Sound region. The session will feature small group discussions for participants to explore strategies to reduce racial disparities moving forward. All PSRC board members are highly encouraged to attend. RSVP information coming soon.



Communication: Save the Date - Wednesday, November 30, 10-11:30 AM, Joint Board Session on Institutional and Structural Racism

