



Puget Sound Regional Council

FISCAL YEARS 2024 - 2025 BIENNIAL BUDGET and WORK PLAN

JULY 2023 - JUNE 2025

SUPPLEMENTAL - MAY 2024



WASHINGTON



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Puget Sound Regional Council
Washington**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Puget Sound Regional Council (PSRC), Washington, for its Annual Budget for the fiscal year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA determine its eligibility for another award.

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Message from the Executive Director

Introduction

We are pleased to present the FY 2024-2025 budget and work program for the Puget Sound Regional Council for your review and approval. This biennial budget and work program advances PSRC’s regional planning, funding, and data activities and provides essential services to our members.

PSRC convenes elected leaders and regional partners to work together on solutions to shared challenges. Advancing racial equity, addressing the impacts of climate change and preparing for anticipated growth are top priorities. PSRC’s work program focuses tackling regional transportation, addressing housing needs and moving forward with VISION 2050 implementation actions.

Keeping the Region Moving



Northgate Station

PSRC adopted an updated **Regional Transportation Plan (RTP)** in 2022 and we will work on implementation during the biennium. A major focus will be on road safety with the adoption of the first **Regional Safety Plan** to move toward our region’s goal of zero

roadway fatalities and serious injuries by 2030. PSRC will also work to identify and address gaps to meeting climate goals informed by robust data analysis. An RTP dashboard on the PSRC website will provide continuously updated information to track implementation progress. Other key areas include access to transit, special transportation needs, and ensuring equity.

PSRC will continue to maintain the four-year **Regional Transportation Improvement Program**, including **competitive project selection processes for federal transportation funds**. Project tracking will ensure funds are used as quickly as possible to meet the transportation needs of a growing population.

Addressing Racial Disparities

PSRC will finalize and continue to refine the **Regional Equity Strategy suite of activities** to provide targeted strategies to address racial disparities and the needs of marginalized



VISION 2050 Workshop

groups in local jurisdictions and in PSRC's regional planning activities. For the first time the **Equity Advisory Committee** will guide the deployment of \$6 million in transportation funds through a new Equity Pilot Program. The agency will also launch an online **Equity Tracker** and Story Map in 2023 offering data, visualizations and historical context related to racial equity trends and outcomes. Staff and Board training aimed at addressing racial disparities will continue to build on learning from workshops conducted over the past 2 years.

Economic Recovery and Resiliency

The Economic Development District (EDD) Board is working on implementing the **updated Regional Economic Strategy**. PSRC will host the American Competitiveness Exchange in May of 2023, bringing together over 60 senior-level



Aerial shot of Bellevue

government, business, policy, and economic decision-makers from across the Americas for a week-long visit to learn about our region, offering opportunities for new global partnerships.



Snohomish County

Planning for a Growing Region

In 2023 PSRC will continue implementation of VISION 2050 to guide growth over the next three decades. Focus areas include:

- **Housing:** PSRC will implement the Regional Housing Strategy, support local housing strategy efforts, and provide guidance for comprehensive plan updates.
- **Growth Strategy:** PSRC will offer guidance and technical assistance for countywide planning policies, growth targets and updates to local plans required by the Growth Management Act. Passport to 2044 webinars will continue to provide technical assistance for updates of comprehensive plans.
- **Conservation Tools and Strategies:** PSRC will develop and update tools and strategies for managing growth and development in rural and resource lands, including transfer of development rights (TDR) programs.



Snohomish County

Regional Data and Modeling

PSRC will continue to serve as a center for **regional data and forecasts** on population, housing, land use, transportation, and the economy.

In addition to launching the Transportation Plan Dashboard and the Equity Tracker, PSRC will conduct another wave of the **Puget Sound Household Travel Survey** in 2023, which will help uncover

how travel behavior is changing over time. The agency will also begin work to develop an updated **2050 Regional Macroeconomic Forecast** that will include analysis of COVID-19 on long-term population and employment growth forecasts for the region.

More information on PSRC's budget and work program is available in the pages ahead. I look forward to hearing your feedback. Thank you for joining us in our work to create an equitable, thriving and healthy region!

Josh Brown

Executive Director, Puget Sound Regional Council

PSRC at a Glance

What is the Puget Sound Regional Council?

The Puget Sound Regional Council (PSRC) is a regional planning organization that develops policies and makes decisions about transportation planning, economic development and growth management in the four-county Puget Sound region.

Under state and federal mandates and an Interlocal Agreement signed by its members, PSRC conducts and supports numerous state and federal planning, compliance and certification programs which enable members and other jurisdictions and entities in the region to obtain state and federal funding.



Community Transit - Mountlake Terrace Transit Center

PSRC is designated under federal law as the Metropolitan Planning Organization, and under state law as the Regional Transportation Planning Organization, for King, Kitsap, Pierce and Snohomish counties.

PSRC provides creative, pragmatic regional planning and research to address current issues, and to explore future needs and options that could benefit the region.

As a regional planning agency, PSRC does not duplicate the activities of local and state operating agencies but supports their needs with complementary planning and advocacy. PSRC performs strategic analyses of trends, consequences of future growth and transportation policies, and implications of future options to address growth and transportation needs. It is a center for the collection, analysis and dissemination of information vital to business, citizens and governments in the region.

Mission

The mission of the Puget Sound Regional Council as established in the Interlocal Agreement is "...to preserve and enhance the quality of life in the central Puget Sound area." To achieve this mission, the PSRC will:

- Prepare, adopt and maintain goals, policies, and standards for regional transportation and regional growth management in the central Puget Sound area, in accordance with federal and state law and based on local comprehensive plans of jurisdictions within the region.
- Ensure that provisions of state and federal laws pertaining to regional

transportation planning and regional growth management are implemented in the region.

Functions

PSRC 's Interlocal Agreement establishes the organization's growth management, transportation, economic development, forum and technical assistance responsibilities, highlighting the following functions:

- Meet Metropolitan Planning Organization responsibilities for the four counties, including development and maintenance of a regional transportation plan, and programming federal transportation funds.
- Fulfill Regional Transportation Planning Organization requirements prescribed by state law for the four counties; ensure that regional transportation, land use and economic development plans are integrated and that state, regional and local transportation plans are consistent.
- Maintain VISION 2040 as the adopted regional growth, transportation and economic strategy.
- Develop and maintain a regional database; forecast and monitor economic, demographic and travel conditions in the region as the foundation for local and regional planning.
- Provide technical assistance to local governments, state and federal governments, and business and community organizations.
- Provide a forum to discuss emerging regional issues.
- Provide staff support for the region's Economic Development District.

Other Agency Mandates

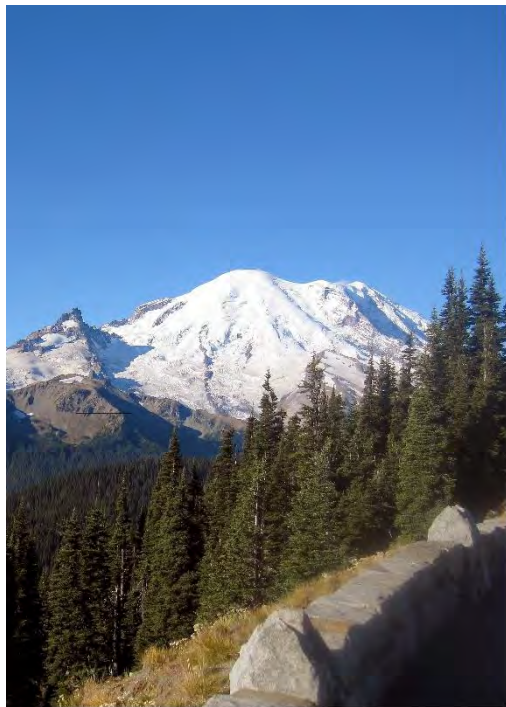
In addition to its own governing Interlocal Agreement, PSRC operates under numerous federal and state laws, including:

- The Infrastructure Investment and Jobs (IIJA) Act
- The federal Fixing America's Surface Transportation (FAST) Act
- Amendments to the federal and state Clean Air Acts
- The state Growth Management Act
- Numerous state transportation statutes, including transportation demand management and commute trip reduction laws, and the High Capacity Transit Act

As the designated Metropolitan Planning Organization for the four-county central Puget Sound region, PSRC meets these federal and state requirements so that the region is eligible to receive transportation funds from the state and federal government.

PSRC works to meet its mandates under these and other laws in a variety of ways. It has specifically established institutional relationships with member governments and other key regional decision-makers to help ensure these mandates are met and the region's goals are achieved.

For example, in addition to representation from local government members, PSRC 's Transportation Policy Board includes representatives from the Washington State Department of Transportation, the state Freight Mobility Strategic Investment Board, transit operators, ports, tribes, the Puget Sound Clean Air Agency, businesses, labor groups, community groups and other organizations. The Growth Management Policy Board includes representatives from business, labor, environmental and community organizations.



Mount Rainier

PSRC also utilizes a number of other advisory bodies, including a Regional Staff Committee composed of senior staff from local governments, state agencies, transit agencies, and ports, to provide ideas and valuable insights on ways to address important regional issues.

Other committees, involving member agency staff and representatives of business, environmental, citizen and other interests, research and resolve technical issues related to regional policy development, and review and recommend major transportation projects, including bicycle, pedestrian and other transportation enhancement projects, for funding.

PSRC also engages in many outreach activities to inform and involve communities and residents of the region. These efforts include forums, surveys, workshops, conferences, open houses, and a large variety of reports, technical papers and other publications. PSRC also maintains a website (www.psrc.org).

Regional Profile

The Puget Sound Regional Council covers over 6,267 square miles in land area. There are 82 cities and towns that make up the membership of PSRC. In 2020, the Puget Sound region accounted for 56% of the population of

Area	2010 Population	2020 Population	Change in Population
Region	3,691,000	4,264,000	573,000
Incorporated	2,527,000	3,040,000	513,000
Unincorporated	1,164,000	1,224,000	60,000
City	2010 Population	2020 Population	Change in Population
Seattle	609,000	761,000	152,000
Tacoma	198,000	213,000	15,000
Bellevue	122,000	148,000	26,000
Kent	92,000	131,000	39,000
Everett	103,000	113,000	10,000

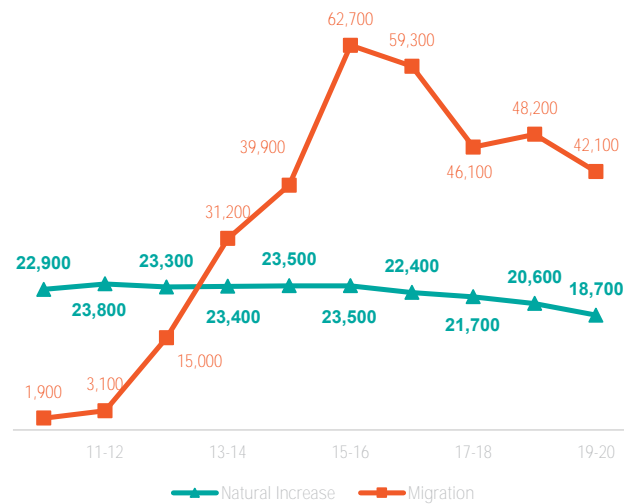
Source: April 1, 2020 Population of Counties, Washington State Office of Financial Management

Washington State. Over 71% of the region’s population lived in the region’s thriving incorporated cities and towns as of April 2020.

Seven of the ten largest cities in Washington are located in the PSRC area. Of these, the top five largest in cities in the region are shown in the table above. Seattle continues to be the largest city in the state and has increased the most in population since 2010, accounting for over 27% of the total regional population growth since 2010.

Population Growth

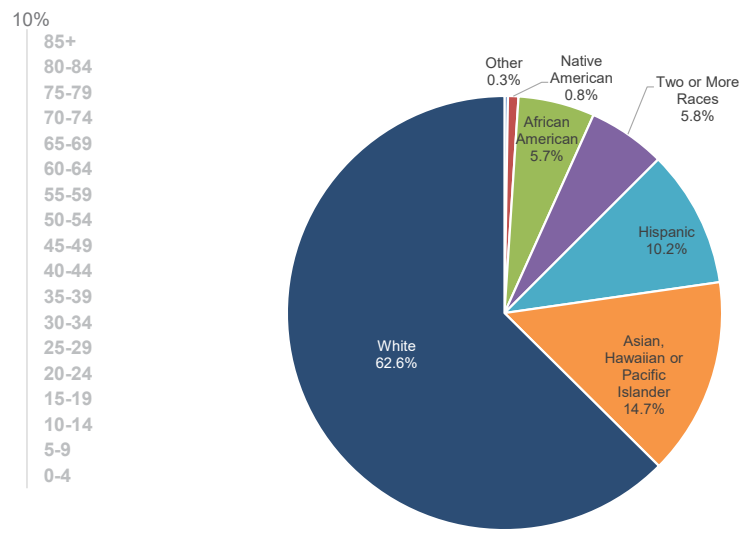
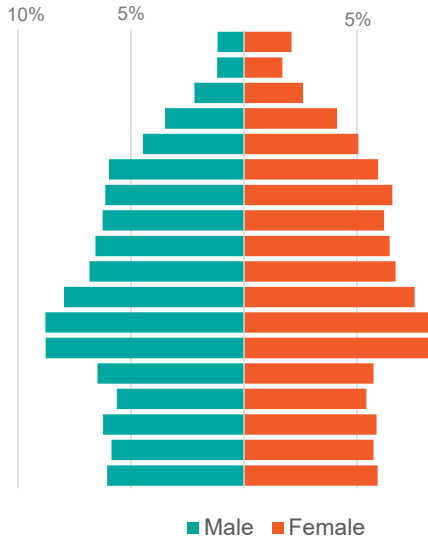
The region has experienced a rapid increase in population since early 2013 as the region has continued to recover from the Great Recession. Between 2019 and 2020 over 60,800 new people moved to the region. Over 69% of the population increase between 2019 and 2020 came from people migrating to the region from other places both inside and outside of Washington. Californians made up the largest component of the migration from places outside of Washington.



Population Distribution

According to the latest American Community Survey data, approximately 63% of the population of the region is non-Hispanic white followed by almost 15% Asian, Hawaiian or Pacific Islander. The region continues to attract many new people from outside the region and the demographic profile continues to reflect those changes in diversity.

Men and women between the age of 25-35 made up almost 16% of the region’s population in 2020 and were the two largest 5-yr age groups for both men and women in the region. As the population continues to age, it is expected that the upper end of the age/gender pyramid will shift to a larger population share in the older age groups.



Source: United States Census Bureau, ACS 2019 1yr Data table S0101 Source: United States Census Bureau, ACS 2019 1yr Data table B03002

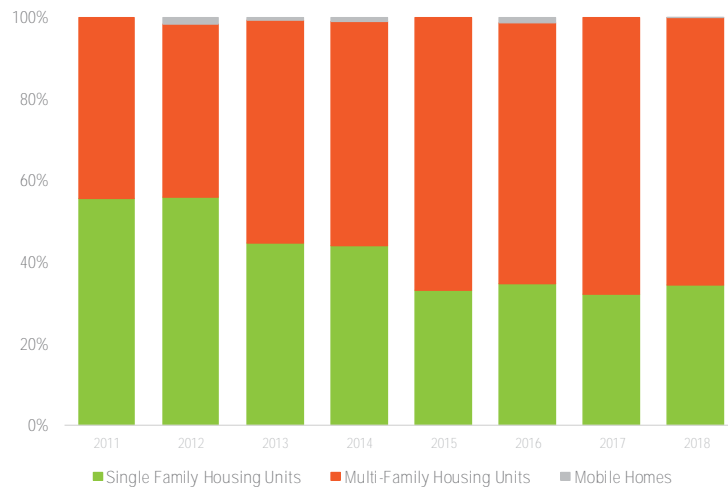
Housing Growth

Recovery in the housing market following the Great Recession accelerated in the Puget Sound Region along with the population and employment growth in late 2012 and 2013. In the past year the region added over 27,000 housing units to the market – almost three times the number of housing units that were added between 2010 and 2011.

New Housing Units		2015	2016	2017	2018	2019	2020
Total	20,500	21,020	23,400	24,810	27,540	27,180	27,180
Single Family	6,790	7,280	7,520	8,360	7,630	8,110	8,110
Multi-Family	13,740	13,620	15,810	16,430	19,700	18,870	18,870

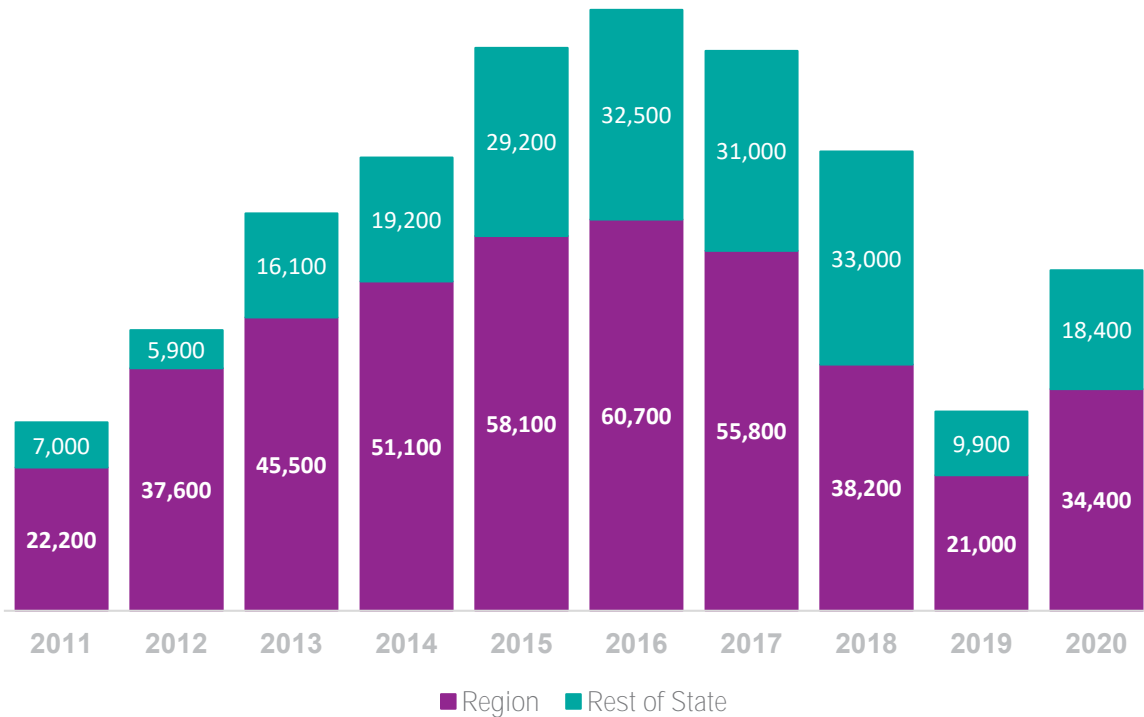
Source: Postcensal Estimates of April 1 Housing Units, 1990 to Present, Office of Financial Management, Forecasting and Research Division

As the region continues to grow, a larger share of the new housing being provided in the region is multi-family housing. Between 2010 and 2011, approximately 45% all new construction was multi-family housing. This increased to over 69% between 2019 and 2020.



Employment Growth

Total employment in the Puget Sound Region totaled nearly 2.2 million jobs in March of 2020 and job growth averaged over 1.6% before the impacts of COVID-19. All four counties in our region added jobs. The services sector, which includes jobs from IT, business services, recreation and food services, added the most jobs in the region between 2019 and 2020. As shown below, between March 2019 and March 2020 over 34,000 jobs were added to the PSRC region.



Puget Sound Regional Council Member Jurisdictions – Counties, Cities and Tribes



Figure 1 – Map of PSRC Member Jurisdictions

Membership and its Benefits

The PSRC membership includes the four counties of King, Kitsap, Pierce, and Snohomish and most of the cities they contain, and the Muckleshoot Tribe, Puyallup Tribe of Indians, and Suquamish Tribe. Of the 82 cities in the region, 77 are members of the PSRC. The jurisdictions of the region are shown in Figure 1. Statutory members of the PSRC include the four port authorities of Everett, Seattle, Bremerton and Tacoma; the Washington State Department of Transportation, and the Washington State Transportation Commission.



Bellevue Public Library

Associate members include the Snoqualmie Tribe, Island County, the Thurston Regional Planning Council, University of Washington, Alderwood Water & Wastewater District, Cascade Water Alliance, Puget Sound Partnership, and Washington State University. In addition, a memorandum of understanding with the region's six transit agencies outlines their participation in the PSRC. Fifty percent of the county and city elected officials who serve on the PSRC Executive Board must also serve on transit boards.

Benefits of Membership

- **A voice in key regional decisions** – Membership provides opportunities for elected officials and staffs of member jurisdictions and agencies to work together and to resolve growth, transportation and economic issues that cross jurisdictional boundaries.
- **Distribution of federal transportation dollars** –PSRC receives approximately \$234 million in federal transportation dollars each year and conducts a competitive project selection process every two to three years.
- **Economic Development** – The Central Puget Sound Economic Development District and the Puget Sound Regional Council joined forces in 2004 to better integrate economic, growth and transportation planning for the region. In addition to benefiting the members, we are working closely with the federal Economic Development Administration and the public and private partners around the region to promote economic development.
- **Technical assistance to obtain federal and state funding** – Membership also provides access to information and technical assistance to obtain federal and state transportation funds. A large portion of the dues that members pay is used as matching funds for state and federal grants; more than six dollars are received in state and federal grants for every dollar of dues used as matching funds.
- **Education & training** – Members participate in a wide variety of workshops and other education and training opportunities to learn about important issues for local jurisdictions.

- **Data to meet special planning needs** – Membership also makes available a broad range of information and data to meet specific needs. This information includes employment, population and travel data necessary to meet the requirements of the Growth Management Act and other laws, and technical studies and policy analyses available through universities, private research and other sources, to meet special needs. This includes a large amount of data and information that a number of PSRC members, especially smaller jurisdictions, might not have enough staff time or resources to acquire on their own. Members receive highest priority when requesting data or information.
- **Geographic Information Systems** – Many of the PSRC databases are integrated into map formats for use in Geographic Information System (GIS) software. These databases are accessible to members, along with GIS assistance and custom map products.
- **Free standard and secondary data products and working data sets** – These data are provided free to members. Members also are not charged for custom requests that can be done in a short period of time, and a portion of the costs for members' larger requests are charged against a prorated portion of members' dues, while non-members pay the full costs of custom data requests.
- **Technical expertise** – Membership also provides access to an extensive range of technical expertise in areas such as transit and transportation planning, economics and economic development, growth management, demographics, and use of geographic information systems.

Organization and Decision-Making



Kitsap County Point No Point

The Puget Sound Regional Council is governed by a General Assembly and Executive Board. The Growth Management and Transportation Policy Boards and Operations Committee advise the Executive Board.

Appendix A, (Page A-1; Puget Sound Regional Council Committee Structure) provides an overview of the Regional Council's organizational structure.

General Assembly

The General Assembly is composed of all member jurisdictions and agencies. At Assembly meetings, all elected officials from the executive and legislative branches of member cities, towns, counties, tribes, ports and representatives from the state agencies are eligible to attend and vote on behalf of their members. Votes are allocated proportionally as specified in the Interlocal Agreement signed by all members. The Assembly meets at least annually to review and vote on key Executive Board recommendations such as those concerning the budget and work program and growth and transportation plans and amendments. The General Assembly also elects the president and vice president of PSRC.

Executive Board

Members of the Executive Board are appointed by their General Assembly constituents to represent the member governments. The Board is chaired by the PSRC president, meets monthly, and carries out delegated powers and responsibilities between meetings of the General Assembly.

Operations Committee

The Operations Committee is composed of Executive Board members and is chaired by the PSRC's vice president. The committee reviews and makes recommendations to the Executive Board on the budget and work program, and on contracts and other financial and personnel issues.

Policy Boards

The Interlocal Agreement provides for two key policy boards to advise the Executive Board – a Transportation Policy Board and a Growth Management Policy Board. The Transportation Policy Board also is required under PSRC's responsibilities as the Regional Transportation Planning Organization for the central Puget Sound region. Both boards include representatives of the PSRC's member jurisdictions and other appropriate representatives of regional business, labor, civic and environmental groups.



Pacific Science Center

Economic Development District

Through the signed Memorandum of Agreement with the Central Puget Sound Economic Development District, PSRC provides contract services to support District Board activities and work program.

Budget Strategy & Overview

Budget Strategy and Overview

The budget and work program supports regional objectives, local government priorities, mandates associated with PSRC's designation as the Metropolitan Planning Organization and Regional Transportation Planning Organization for the region, and established state and federal emphasis areas, the state Growth Management Act, and the services provided to the Central Puget Sound Economic Development District.

PSRC's Integrated Planning Timeline

The Integrated Planning Timeline (Figure 2) is a multi-year schedule of PSRC's regional planning activities. The intent is to coordinate major planning products to ensure that PSRC meets state and federal requirements, avoids conflicts, integrates with local planning schedules, and completes internal work needed to support major planning products in a timely manner.

How the PSRC budget ties to long term planning goals and priorities

The biennial budget and work program supports regional land use, transportation, and economic development planning and coordination. The budget provides resources to complete an update of the region's growth management strategy, VISION 2050, and for continued work on the updated Regional Transportation Plan. Resources are also identified for continued improvement of the region's transportation demand and land use models, development of updated growth forecasts, and for collection and analysis of data to support the planning work.

Forward-looking regional plans and up-to-date data and analysis tools are timed to support required updates of PSRC members' local comprehensive plans, anticipated for adoption in the 2024-2025 biennium.



Tacoma Narrows Bridge

Integrated Planning Timeline, 2023 – 2032

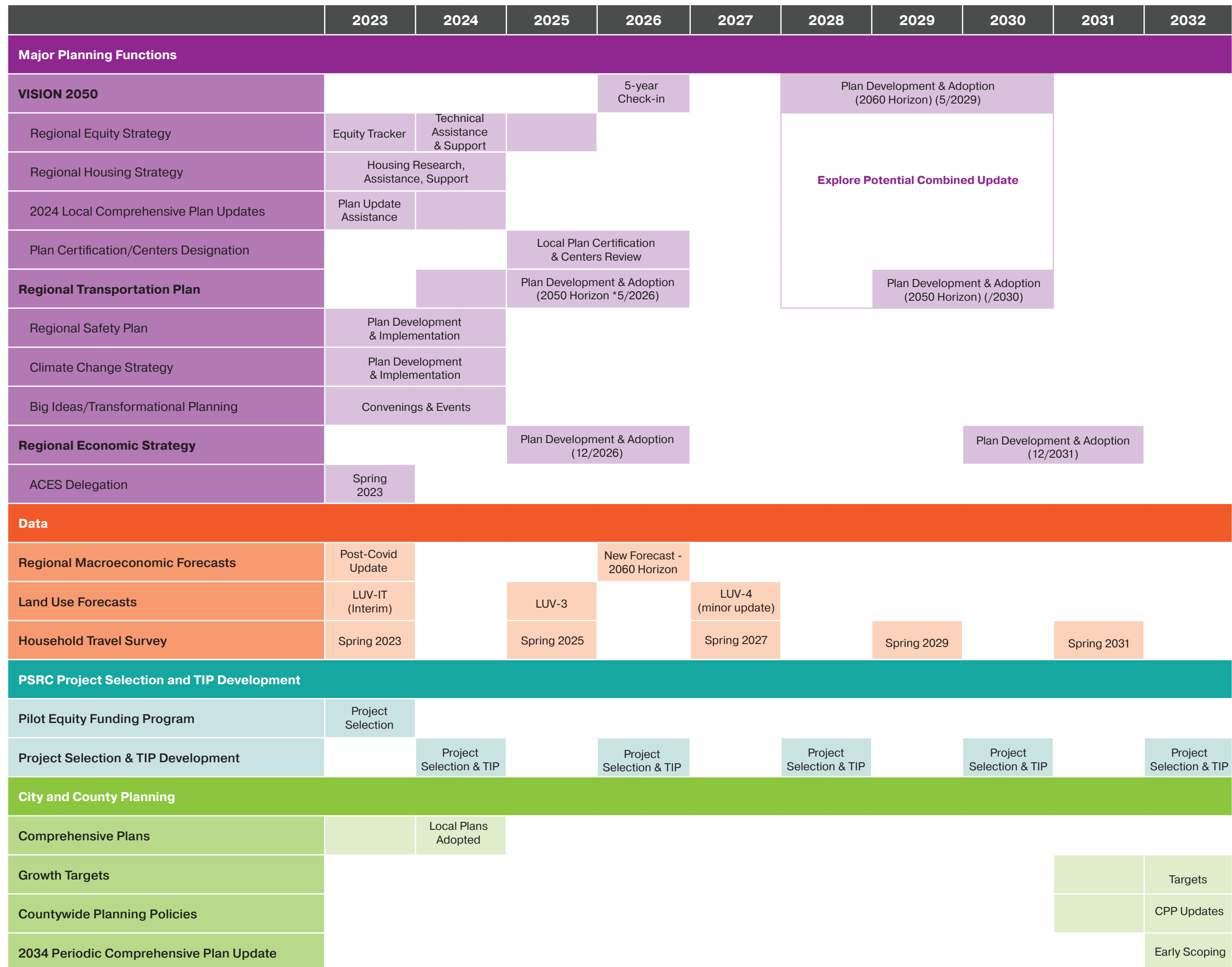


Figure 2 - Integrated Planning Timeline (FY2023-2032)

Short-term factors influencing budget decisions

During the development of the biennial budget proposal several factors were taken into consideration including:

- PSRC's effort to sustain financial health, ensure agency resources are used in an effective and accountable manner, and maintain internal management controls.
- The need for a balanced budget proposal based on conservative revenue estimates from reliable sources.
- Accomplishing the regional planning activities that are outlined in the Integrated Planning Timeline.
- Completing work tasks on time with identified resources.
- Updating policies to keep current with the latest regulations.
- Inflationary factors.
- Maintaining sufficient funds to meet current expenses (cash flow).
- Increasing amount of reserve funds to meet minimum recommended balance.
- Impact of the rising costs of employee benefits on the total cost of labor.
- The need for wage increases sufficient to remain competitive in job market

Estimated Revenues and Expenditures



Bremerton Fountain Park

The revenue and expenditure assumptions are illustrated in tables 1 - 7 and figures 3 - 5. Figures 3 - 5 show the revenue and expenditure comparison between the Amended FY2024-2025 Budget (Sept 2023) and the FY2024-2025 Supplemental Budget (May 2024).

Funding Sources: Table 1 summarizes the revenue by funding source and compares the adopted budget to the current budget. Table 4 provides a more detailed listing of

each revenue source and amount.

As shown on Table 4, of the different funding sources, the largest are the planning funds provided by Federal Highway Administration (FHWA) and Federal Transit Administration (FTA 5303) grants. The funds from the FHWA and FTA are associated with the Metropolitan Planning Organization requirements of federal law. To remain eligible for these funds, the Regional Council is required to:

- Review Regional Transportation Plan for conformance with federal requirements and revise it, if necessary;

- Develop, in all four counties now included in the designated Metropolitan Area Boundary (rural and urbanized areas), a transportation project selection process and analyze the operations of the current and future transportation systems; and
- Ensure that the Transportation Improvement Program meets new federal requirements.

(These activities are partly supported by state and local funds.)

Regional Transportation Planning Organization (RTPO) funds provided by the Washington State Department of Transportation to Regional Transportation Planning Organizations such as PSRC provide for local governments and the state to coordinate transportation planning for regional transportation facilities.

Federal Transit Administration Urbanized Area Formula Grants (FTA5307) are available for transportation-related planning.

Federal Transit Administration Enhanced Mobility of Seniors & Individuals with disabilities – Section 5310 (FTA 5310) formula funding is made available to states for the purpose of assisting nonprofit groups in meeting transportation needs of the elderly and persons with disabilities.

Surface Transportation Block Grant Program (STBGP) funds from FHWA are allocated by WSDOT to Metropolitan Planning Organizations for prioritizing and selecting projects that align with regional priorities.

The Economic Development Administration (EDA) Planning Grant supports the work of the Central Puget Sound Economic Development District. See the Economic Development work element.

Membership dues from member towns, cities, counties, tribes and transit agencies provide matching funds for grants, support various elements of the work program and provide for PSRC's reserve funds. Anticipated revenues are revenues from traditional sources that are expected but not yet available.

Of the \$44.84 million in total revenues for the Supplemental FY2024-2025 Budget, \$19.89 million is from federal grants, \$1.51 million is from state grants, \$17.96 million in local and grant funds carried over from previous fiscal years, \$5.23 million in local funds, \$150,000 in anticipated funds from MPO Planning fund, and \$100,000 in Tenant Allowance for assistance in moving into new offices in 2024. The local funds include \$4.91 million in local membership and transit dues, and \$326,000 from the Central Puget Sound Economic Development District. The distribution of the local membership dues and transit dues are shown in Table 5.

Overall revenues for the Supplemental FY2024-2025 Budget are 40% higher than the revenues for the Adopted FY2024-2025 budget. This was due to an increase in actual carryover funds over estimated. The proceeds from the dues increase will be used to help build PSRC's reserve fund balance to the recommended target of 2 months of operating expenditures or \$2.45 million.

Funding Uses:

Table 2 summarizes the expenditures by category for the supplemental budget and compares them to the expenditures in the current budget. Of the \$44.84 million total budget, 50% is used to fund personnel costs, 9% percent is used for overhead, 5% is for contingency reserve, 18% is for project consultants, 3% is for direct project costs and 15% is encumbered for anticipated revenues and future work.



Puget Sound

Overall salaries in the Supplemental FY2024-2025 Budget are higher to the salaries in the Adopted FY2024-2025 budget due to a carryover of one additional staff position related to the Safe Streets and Roads for All project. The Supplemental FY2024-2025 Budget includes a 5% annual merit pool and an increase of 1 position. Benefits are expected to increase by less about 4% percent per year. Indirect costs are expected to decrease by approximately 1% per year.

Direct costs are expected to decrease slightly due to reduced printing and meeting costs for the upcoming biennium. Consultant costs and the amount encumbered for long-term projects increased due to the inclusion of the Safe Streets and Roads for all grant.

Table 5 summarizes the distribution of local dues. Of the \$5.23 million in local dues, \$3.48 million is used as match for the federal/state funds. For every dollar of local match, members receive approximately four dollars in grant funded planning services. The remaining local dues are allocated to Growth, Transportation, and Economic Development Planning, Data, Planning Management, and Executive and Administrative Services.

Membership dues also provide support for PSRC to manage and distribute project money to the region.

Table 3 shows no increase in staffing from the last amended budget.

Table 1 - Revenue Comparison Summary

Basic Funding	Supplemental Biennial FY2024-2025	Sept 23 Amended Biennial FY2024-2025	Variance
State	\$1,506,000	\$1,506,000	\$0,000
Federal	\$19,890,000	\$19,890,000	\$0,000
Local Funds, EDD and Service Income	\$5,230,000	\$5,232,000	(\$2,000)
Carryover (a)	\$17,961,000	\$17,961,000	\$0,000
State/Federal/Local Anticipated	\$150,000	\$150,000	\$0,000
Tenant Allowance	\$100,000	\$100,000	\$0,000
Total	\$44,837,000	\$44,839,000	(\$2,000)

Table 2 - Expenditure Comparison Summary

Basic Funding	Supplemental Biennial FY2024-2025	Sept 23 Amended Biennial FY2024-2025	Variance
Salaries (b)	\$14,408,000	\$14,408,000	\$0,000
Benefits (c)	\$7,850,000	\$7,850,000	\$0,000
Overhead	\$4,251,000	\$4,251,000	\$0,000
s+b+oh	\$26,509,000	\$26,509,000	\$0,000
Direct	\$1,036,000	\$1,033,000	\$3,000
Consultant €	\$7,814,000	\$7,517,000	\$297,000
Anticipated	\$150,000	\$150,000	\$0,000
Encumbered for Future Work €	\$6,898,000	\$7,200,000	(\$302,000)
Contingency Reserve PSRC	\$2,431,000	\$2,431,000	\$0,000
Total	\$44,837,000	\$44,839,000	(\$2,000)

Table 3 - Staffing Comparison by Task

	Supplemental Biennial FY2024-2025	Sept 23 Amended Biennial FY2024-2025	Variance
Planning Management	5	5	-
Regional Growth Planning	6	6	-
Transportation Planning	16	16	-
Subtotal Planning	27	27	-
Economic Development District	1	1	-
Data	20	20	-
Council Support	3	3	-
Communications (f)	5	6	(1)
Administrative Services (d/f)	13	14	(1)
Total	69	71	(2)

Notes:

- (a) Carryover are available funds that remain unspent in the previous budget cycle and can be used in the next budget cycle.
- (b) Includes all agency staff salaries for the two year period. Assume 5% merit pool per year and a \$100,000 allowance for salary survey adjustments.
- (c) Benefits include vacation, sick leave, holiday, retirement medical, dental, short and long term disability, life, a deferred compensation plan, etc.
- (d) Administrative Services include: Executive Administration, Finance, HR, IT, Information Center, and Graphics.
- (e) Additional carryover work identified related to Safe Streets for All grant.
- (f) Correction of cumulated rounding of FTEs.

Table 4 - Revenue Comparison by Source

Basic Funding	Supplemental Biennial FY2024-2025	Sept 23 Amended Biennial FY2024-2025	Variance
Grant and Local Revenue			
Planning funds			
Regional Transportation Planning Org	\$1,506,000	\$1,506,000	\$0,000
Federal Transit Administration (MPO) and Federal Highway Administration (MPO)	\$4,234,000	\$4,234,000	\$0,000
Subtotal Planning funds	\$16,496,000	\$16,496,000	\$0,000
Project Funding			
FTA/5307	\$2,500,000	\$2,500,000	\$0,000
Estimated STBGP	\$2,000,000	\$2,000,000	\$0,000
FTA/5310	\$200,000	\$200,000	\$0,000
Subtotal Project Funds	\$4,700,000	\$4,700,000	\$0,000
Local Funding			
Local Membership Dues (b)	\$3,714,000	\$3,716,000	(\$2,000)
EDD Membership Dues (a)	\$326,000	\$326,000	\$0,000
Subtotal Membership Dues	\$4,040,000	\$4,042,000	(\$2,000)
Transit Agency Dues	\$1,191,000	\$1,191,000	\$0,000
Subtotal Local Funding	\$5,231,000	\$5,232,000	(\$2,000)
Grant and Local Revenue Subtotal	\$26,427,000	\$26,429,000	(\$2,000)
Project Specific Revenue			
Space Sector Study Support	\$0,000	\$0,000	\$0,000
City of Seattle - Household Survey	\$0,000	\$0,000	\$0,000
City of Bellevue - Household Survey	\$0,000	\$0,000	\$0,000
Subtotal Project Specific Revenue	\$0,000	\$0,000	\$0,000
CPSEDD Revenue			
CPSEDD - EDA Planning Grant	\$200,000	\$200,000	\$0,000
Subtotal CPSEDD Revenue	\$200,000	\$200,000	\$0,000
Carryover PSRC	\$17,961,000	\$17,961,000	\$0,000
Tenant Allowance	\$100,000	\$100,000	\$0,000
Basic Funding Total	\$44,687,000	\$44,689,000	(\$2,000)
Anticipated Funding			
Anticipated MPO	\$150,000	\$150,000	\$0,000
Anticipated Funding Total	\$150,000	\$150,000	\$0,000
Total	\$44,837,000	\$44,839,000	(\$2,000)

(a) EDD Membership dues have been collected from PSRC membership since 2005 to support Economic Development.

(b) Removal of Associate Member Port of Edmonds

Table 5 - Distribution of Matching funds

Basic Funding	Supplemental Biennial FY2024-2025	Sept 23 Amended Biennial FY2024-2025	Variance
Basic Funding Match			
MPO combined	\$2,340,000	\$2,340,000	\$0,000
Other Federal - FTA 5307	\$625,000	\$625,000	\$0,000
Other Federal STBGP	\$312,000	\$312,000	\$0,000
EDA Match	\$200,000	\$200,000	\$0,000
Anticipated Funding Match			
Contingency EDD Dues	\$25,000	\$25,000	\$0,000
Contingency	\$370,000	\$370,000	\$0,000
Balance of EDD Local Dues	\$101,000	\$101,000	\$0,000
Balance of Local Dues	\$1,258,000	\$1,260,000	(\$2,000)
Total	\$5,230,000	\$5,232,000	(\$2,000)

Table 6 - FY2024-2025 Expenditure Allocation

TASK	SALARIES BENEFITS	OVERHEAD*	DIRECT COST	CONSULTANTS	OTHER**	Budget FY2022-2023 TOTAL
000 PLANNING MANAGEMENT	\$1,658,000	\$753,000	\$81,000	\$447,000	-	\$2,938,000
100 REGIONAL GROWTH PLANNING	\$1,860,000	\$846,000	\$12,000	\$200,000	-	\$2,918,000
200 TRANSPORTATION PLANNING	\$4,852,000	\$2,207,000	\$26,000	\$5,667,000	-	\$12,752,000
300 ECONOMIC DEVELOPMENT	\$329,000	\$149,000	\$23,000	\$0,000	-	\$501,000
400 DATA	\$6,564,000	\$2,984,000	\$563,000	\$915,000	-	\$11,026,000
500 COUNCIL SUPPORT	\$1,236,000	\$562,000	\$248,000	\$300,000	-	\$2,346,000
600 COMMUNICATIONS	\$1,677,000	\$762,000	\$83,000	\$285,000	-	\$2,807,000
700 ENCUMBRANCE	\$71,000	-	-	-	\$7,047,000	\$7,118,000
800 CONTINGENCY/RESERVE	-	-	-	-	\$2,431,000	\$2,431,000
GRAND TOTAL	\$18,246,000	\$8,263,000	\$1,036,000	\$7,814,000	\$9,478,000	\$44,837,000

* Overhead includes Administrative Staff, Direct Costs, and Consultants associated with Finance, Human Resources, Information Technology, Graphics, and Information Center.

** Other includes unfunded contracts and Contingency Reserves.

**TABLE 7
FY2024 & FY2025 REVENUE ALLOCATION**

TASK	RTPO	FHWA	FHWA Match 13.5%	FHWA Carryover	FHWA Carryover match
000 PLANNING MANAGEMENT	127,000	2,038,000	318,000	-	-
100 REGIONAL GROWTH PLANNING	864,000	180,000	28,000	340,000	53,000
200 TRANSPORTATION PLANNING	515,000	909,000	142,000	191,000	30,000
300 ECONOMIC DEVELOPMENT	-	-	-	-	-
400 DATA	-	1,642,000	256,000	2,584,000	403,000
500 COUNCIL SUPPORT	-	568,000	89,000	922,000	144,000
600 COMMUNICATIONS	-	1,351,000	211,000	221,000	35,000
700 ENCUMBRANCE	-	4,067,000	635,000	-	-
800 CONTINGENCY/RESERVE	-	-	-	-	-
TOTALS	1,506,000	10,756,000	1,679,000	4,258,000	665,000

Revenue Allocation (Continued)	FTA 5307 2024	FTA 5307 Match 20.0%	FTA 5307 Carryover	FTA 5307 Carryover Match	STBGP 2024
TASK					
000 PLANNING MANAGEMENT	-	-	-	-	-
100 REGIONAL GROWTH PLANNING	-	-	-	-	-
200 TRANSPORTATION PLANNING	980,000	245,000	480,000	120,000	1,000,000
300 ECONOMIC DEVELOPMENT	-	-	-	-	-
400 DATA	687,000	172,000	480,000	120,000	1,000,000
500 COUNCIL SUPPORT	-	-	-	-	-
600 COMMUNICATIONS	-	-	-	-	-
700 ENCUMBRANCE	833,000	208,000	-	-	-
800 CONTINGENCY/RESERVE	-	-	-	-	-
TOTALS	2,500,000	625,000	959,000	240,000	2,000,000

Revenue Allocation (Continued)	EDD EDA grant	*EDA grant Match	*EDD Dues	Tenant Allowance	Carryover Local
TASK					
000 PLANNING MANAGEMENT	-	-	-	-	198,000
100 REGIONAL GROWTH PLANNING	-	-	-	-	50,000
200 TRANSPORTATION PLANNING	-	-	-	-	50,000
300 ECONOMIC DEVELOPMENT	200,000	200,000	101,000	-	-
400 DATA	-	-	-	-	150,000
500 COUNCIL SUPPORT	-	-	-	-	300,000
600 COMMUNICATIONS	-	-	-	-	986,000
700 ENCUMBRANCE	-	-	-	100,000	336,000
800 CONTINGENCY/RESERVE	-	-	25,000	-	2,037,000
TOTALS	200,000	200,000	126,000	100,000	4,107,000

*EDD membership dues have been collected from PSRC membership since 2005 to support Economic Development function.

**TABLE 7 (continued)
FY2024 & FY2025 REVENUE ALLOCATION**

TASK	FTA5303	FTA 5303 Local Match 13.5%	FTA5303 Carryover	FTA5303 Carryover Match	Safe Streets for All Carryover	Safe Streets for All Carryover Match
000 PLANNING MANAGEMENT	-	-	-	-	-	-
100 REGIONAL GROWTH PLANNING	567,000	88,000	439,000	69,000	-	-
200 TRANSPORTATION PLANNING	1,502,000	234,000	439,000	69,000	3,982,000	995,000
300 ECONOMIC DEVELOPMENT	-	-	-	-	-	-
400 DATA	2,165,000	338,000	439,000	69,000	-	-
500 COUNCIL SUPPORT	-	-	-	-	-	-
600 COMMUNICATIONS	-	-	-	-	-	-
700 ENCUMBRANCE	-	-	-	-	870,000	217,000
800 CONTINGENCY/RESERVE	-	-	-	-	-	-
TOTALS	4,234,000	661,000	1,318,000	206,000	4,851,000	1,213,000

Revenue Allocation (Continued)

TASK	STBGP 2024 Match 13.5%	FTA 5310 2024	Seattle Household Survey Carryover	Bellevue Household Survey Carryover	University of Washington Carryover
000 PLANNING MANAGEMENT	-	-	-	-	-
100 REGIONAL GROWTH PLANNING	-	-	-	-	-
200 TRANSPORTATION PLANNING	156,000	200,000	-	-	-
300 ECONOMIC DEVELOPMENT	-	-	-	-	-
400 DATA	156,000	-	92,000	30,000	22,000
500 COUNCIL SUPPORT	-	-	-	-	-
600 COMMUNICATIONS	-	-	-	-	-
700 ENCUMBRANCE	-	-	-	-	-
800 CONTINGENCY/RESERVE	-	-	-	-	-
TOTALS	312,000	200,000	92,000	30,000	22,000

Revenue Allocation (Continued)

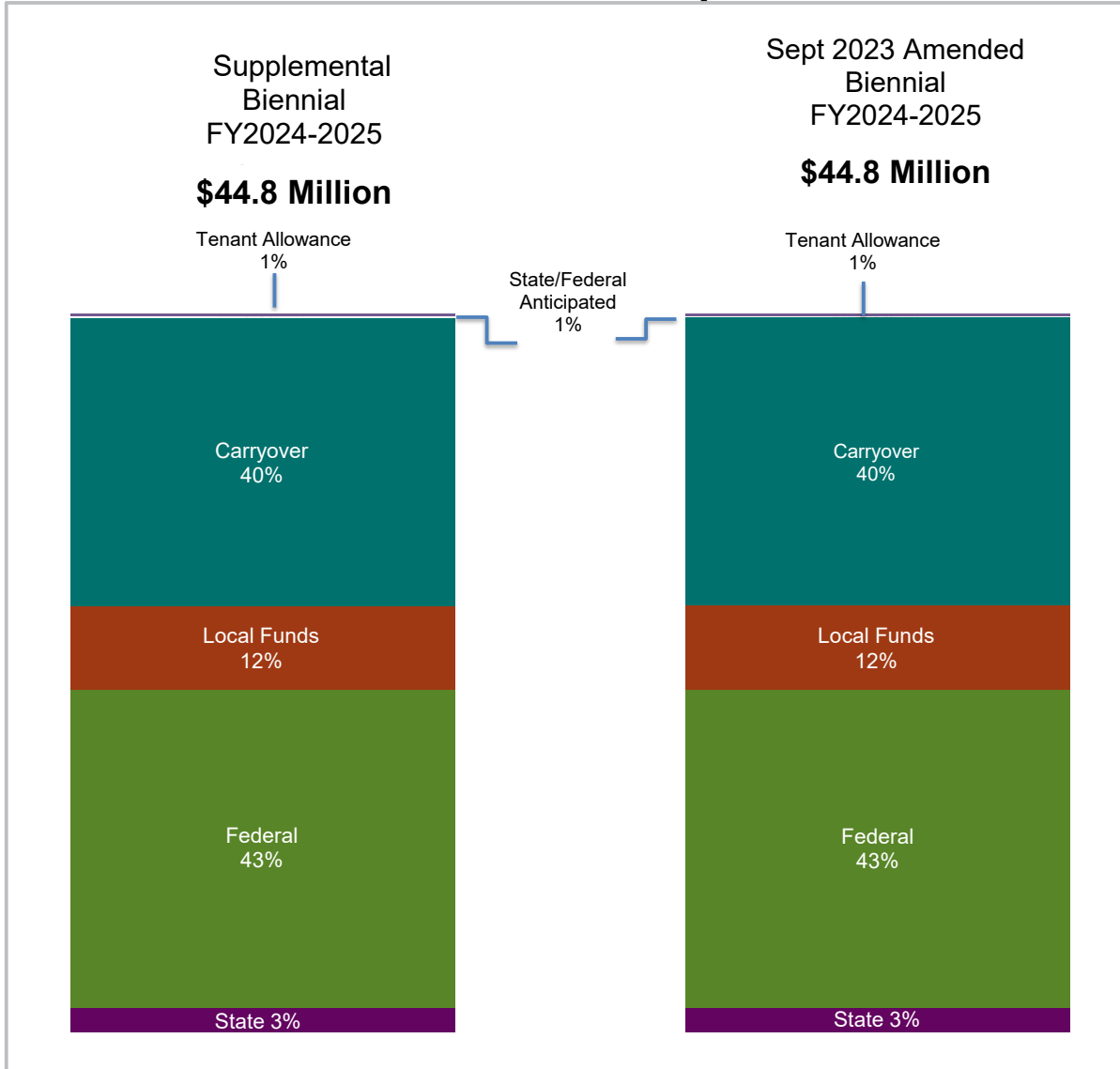
TASK	Local	Basic Funding Subtotal	Federal Anticipated	Federal Match Anticipated	Anticipated and Match Subtotal	FY2024-25 Budget
000 PLANNING MANAGEMENT	239,000	2,921,000	-	-	-	2,921,000
100 REGIONAL GROWTH PLANNING	239,000	2,918,000	-	-	-	2,918,000
200 TRANSPORTATION PLANNING	213,000	12,452,000	-	-	-	12,451,000
300 ECONOMIC DEVELOPMENT	0,000	501,000	-	-	-	501,000
400 DATA	239,000	11,044,000	-	-	-	11,044,000
500 COUNCIL SUPPORT	323,000	2,346,000	-	-	-	2,346,000
600 COMMUNICATIONS	3,000	2,807,000	-	-	-	2,807,000
700 ENCUMBRANCE	-	7,267,000	150,000	-	150,000	7,417,000
800 CONTINGENCY/RESERVE	370,000	2,432,000	-	-	-	2,432,000
TOTALS	1,628,000	44,688,000	150,000	-	150,000	44,837,000

*EDD membership dues have been collected from PSRC membership sin

Table 8 - Estimated Carryover Funds from FY2023

	Total Grant Funds Remaining	Contractual Remaining	Other Remaining
FHWA	4,258,047	-	4,258,047
FTA 5303	1,318,471	-	1,318,471
FTA 5307	959,242	-	959,242
FTA 5310	-	-	-
DOT Safe Streets	4,851,381	4,787,156	64,225
UW Partnership	22,146		22,146
City of Seattle - HHSurvey	91,895	-	91,895
City of Bellevue - HHSurvey	29,780		29,780
Subtotal	11,530,963	4,787,156	6,743,807
Carryover local match	2,322,979		
Carryover local funds	2,069,756		
EDD Carryover local Funds	-		
Contingency/Reserve Carryover (PSRC)	2,037,000		
Total Carryover from FY2023	\$ 17,960,699		

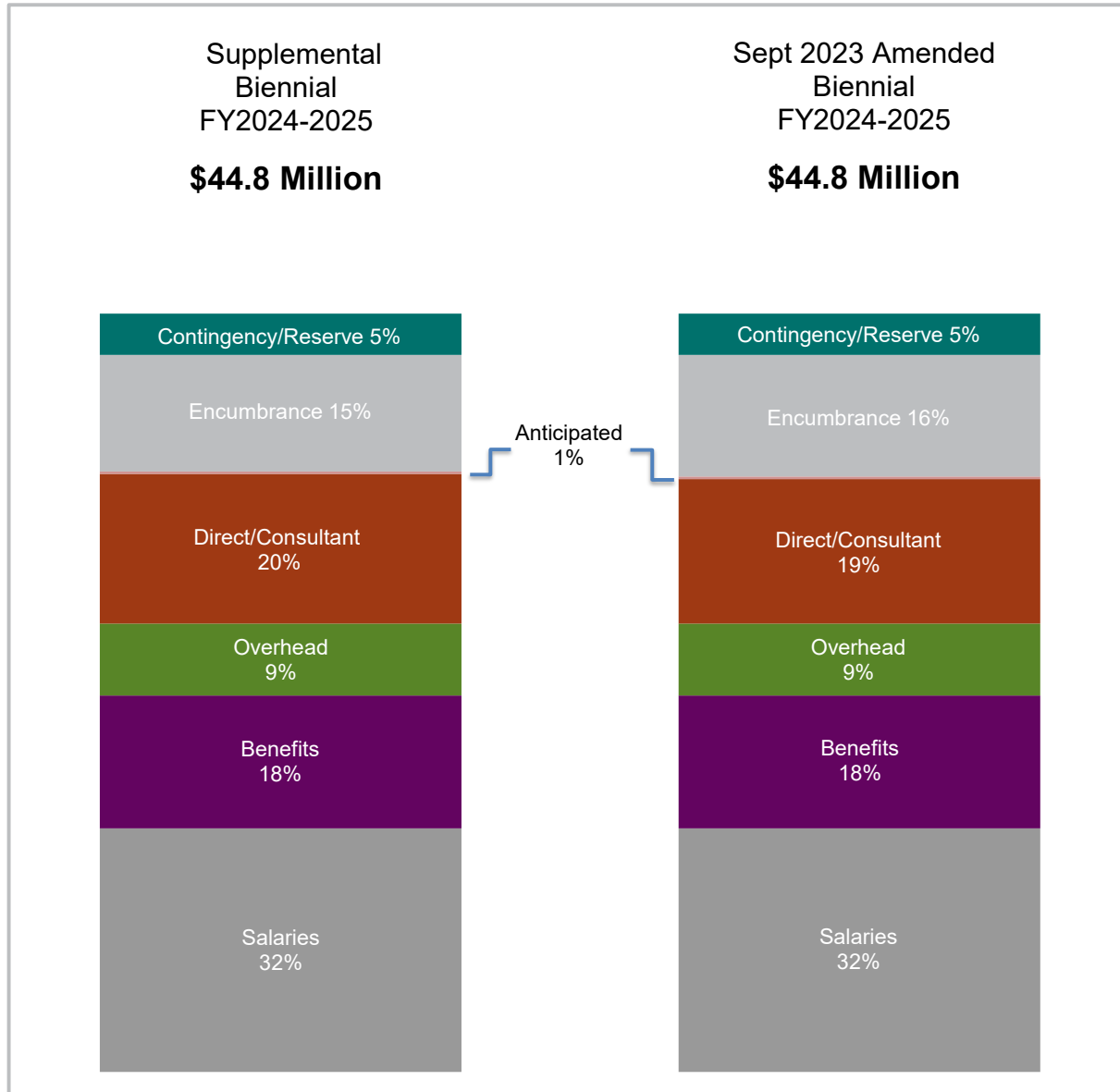
Figure 3 - **Revenue Comparison**



	Supplemental Biennial FY2024-2025	Sept-23 Amend Biennial FY2024-2025	Variance
State	\$1,506,000	\$1,506,000	\$0,000
Federal	\$19,890,000	\$19,890,000	\$0,000
Local Funds	\$5,230,000	\$5,232,000	(\$2,000)
Carryover (a)	\$17,961,000	\$17,961,000	\$1,000
State/Federal Anticipated	\$150,000	\$150,000	\$0,000
Tenant Allowance	\$100,000	\$100,000	\$0,000
Total	\$44,837,000	\$44,839,000	(\$2,000)

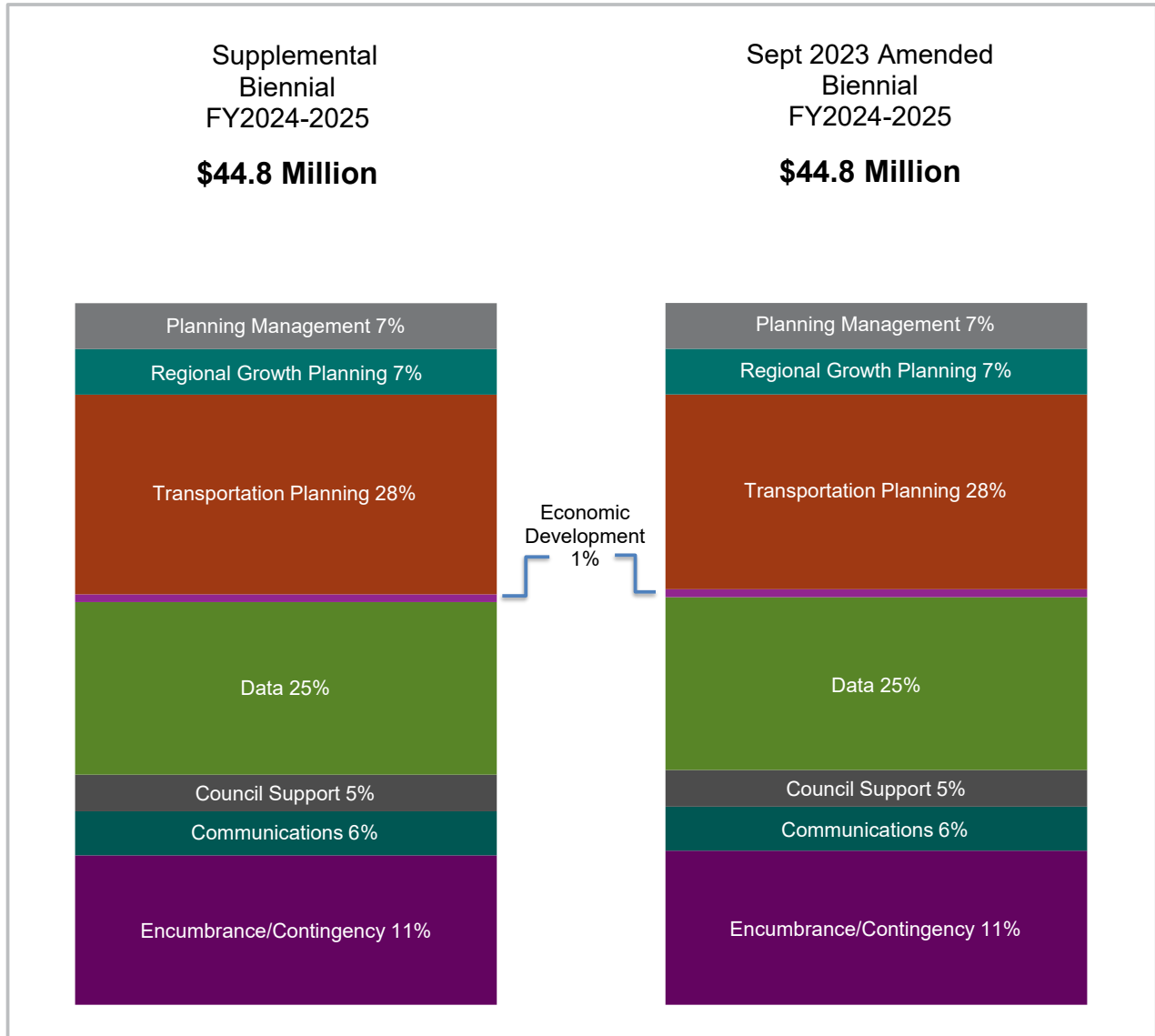
(a) Carryover are available funds that remain unspent in the previous budget cycle and can be used in the next budget cycle.

Figure 4 - **Expenditure Comparison**



	Supplemental Biennial FY2024-2025	Sept-23 Amend Biennial FY2024-2025	Variance
Salaries	\$14,408,000	\$14,408,000	\$0,000
Benefits	\$7,850,000	\$7,850,000	\$1,000
Overhead	\$4,251,000	\$4,251,000	\$0,000
Direct/Consult.	\$8,850,000	\$8,550,000	\$300,000
Anticipated	\$150,000	\$150,000	\$0,000
Encumbrance	\$6,898,000	\$7,200,000	(\$302,000)
Contingency/ Reserve	\$2,431,000	\$2,431,000	\$0,000
Total	\$44,837,000	\$44,839,000	(\$2,000)

Figure 5 - **Expenditures by Work Task**



	Supplemental Biennial FY2024-2025	Sept-23 Amend Biennial FY2024-2025	Variance
Planning Management	\$2,938,000	\$2,921,000	\$16,000
Regional Growth Planning	\$2,918,000	\$2,918,000	\$0,000
Transportation Planning	\$12,752,000	\$12,453,000	\$299,000
Economic Development	\$501,000	\$501,000	\$0,000
Data	\$11,026,000	\$11,045,000	(\$18,000)
Council Support	\$2,346,000	\$2,346,000	\$0,000
Communications	\$2,807,000	\$2,808,000	\$0,000
Encumbrance & Contingency	\$9,548,000	\$9,848,000	(\$300,000)
Total	\$44,837,000	\$44,839,000	(\$2,000)

Financial Structure and Process

Fund Descriptions:

PSRC has one fund, the General Fund. The General Fund is the chief operating fund and it accounts for all financial resources except those required to be accounted for in another fund. PSRC does not currently have any financial resources required to be accounted for in other funds, such as debt or capital items. All of PSRC' departmental functions are captured under the General Fund. Revenues include federal grants, state grants, and member dues. Expenditures include salaries, benefits, overhead, and direct costs. For a complete description of revenues and expenditures, see Tables 1 - 5.



Seattle Center

Basis of Budgeting:

The basis of budgeting determines when revenues and expenditures should be recognized for budget control. The basis of accounting determines when revenues and expenditures are recognized in the financial reporting system. PSRC uses the modified accrual basis for both accounting and budgeting.

Expenditures are created when the underlying liability is incurred.

Revenues are recognized when they are measurable and available.

Capital Budget & Debt:

PSRC does not have debt payments or a capital budget, which simplifies the relationship between accounting and budgeting basis. While PSRC does not have a capital budget acquired assets will be capitalized if the asset has a useful life of two (2) or more years and an acquisition cost exceeding \$5,000.

The depreciation schedule for capitalized assets is determined by the type of asset acquired. Generally, hardware is five (5) years while furniture and other leasehold improvements are ten (10) years.

Fund Balance:

Fund balance is the difference between a governmental fund's assets and liabilities. In the fund financial statements, governmental funds report the following classes of fund

balances in accordance with GASB 54, Fund Balance Reporting and Governmental Fund Type Definitions.

Nonspendable fund balances are amounts that cannot be spent because they are either in a nonspendable form or are legally/contractually required to be maintained intact, including inventories, prepaid expenses, advances, etc.

Restricted fund balances are amounts that can be spent only for specific purposes stipulated by donors, grantors, creditors or by law.

Committed fund balances are amounts that are constrained for a specific purpose determined by a formal action of PSRC's General Assembly and Executive Board, PSRC's highest level of decision-making authority. The same action is required to remove or change the constraint as it did to impose the constraint.

Assigned fund balances are amounts constrained by the PSRC's intent that they will be used for specific purposes. PSRC has adopted its policy to delegate the authority to assign amounts to be used for specific purposes to its Executive Board and/or Executive Director. PSRC's General Assembly adopts its budget, including amounts assigned for contingency purposes. The Executive Board has approved increases to the contingency reserve going forward, up to the recommended level of two months of operating expenses. Dues increases fund the increases to the contingency reserve.

Unassigned fund balances are amounts not classified as nonspendable, restricted, committed or assigned in the general fund. For a complete description of PSRC's components of fund balance, see the FY2021 audit report on the Office of the Washington State Auditor at:

[ViewReportFile \(wa.gov\)](#)



Tacoma Glass Museum

Four Year Consolidated and Fund Financial Schedules:

Beginning Fund Balance	5,359,029	8,363,475	8,807,570
Revenues	Actual FY2020-2021	Budgeted* FY2022-2023	Budgeted FY2024-2025
State/Federal	21,020,871	25,933,000	21,396,000
Local Funds, EDD and Service Income	4,903,035	5,269,000	5,186,000
Carryover (a)	-	8,223,000	5,145,000
Tenant Improvement Reimbursement	-	-	100,000
State/Federal/Local Anticipated	-	-	150,000
Total	25,923,906	39,425,000	31,978,000
Expenditures	Actual FY2020-2021	Budgeted* FY2022-2023	Budgeted FY2024-2025
Salaries (b)	10,509,281	12,725,000	14,213,000
Benefits (c)	6,625,005	7,428,000	7,881,000
Overhead	3,544,084	3,382,000	4,141,000
s+b+oh	20,678,370	23,535,000	26,235,000
Direct	396,588	1,079,000	1,033,000
Consultant	1,844,502	8,465,000	2,175,000
Encumbrance/Anticipated	-	4,309,000	150,000
Contingency/Reserve PSRC	-	2,036,000	2,385,000
Total	22,919,460	39,425,000	30,185,000
Change in Fund Balance	3,004,446	444,095	-
Ending Fund Balance	8,363,475	8,807,570	8,807,570
* Budgeted amounts are as of May 2023, Amended Supplemental Budget. FY2023 actual costs have not been audited as of October 2023. FY2022 Change in Fund Balance is \$444,095 as of FY2022 audited financials.			

The above table shows PSRC's revenues, expenditures, and changes in fund balance. The data is displayed for the most recent biennium of actual costs in FY2020-2021, the latest amended supplemental FY2022-2023 budget, as well as the approved FY2024-2025 budget. The FY2022-2023 is balanced based on the latest amended supplemental budget but show a change in fund balance based on the FY2022 audited financials. While PSRC does not project a change in fund balance for the current biennium, it does show an increase in contingency funds. This is the result of an increase in member dues in order to achieve the recommended two months of operating expenditures. For budgetary purposes, PSRC displays fund balance information on a biennial basis.

Budget Development

The Puget Sound Regional Council budget is a two-year budget and work program running from July 1, 2023 through June 30, 2025. The biennial budget includes the option for adjustment after the first year with a supplemental budget or a simple budget amendment. The work program is divided into tasks. The work tasks are presented in detail in the Work Descriptions by Task section of the budget. The next budget and work program section presents more specifics on work tasks by the program areas to better reflect the ongoing effort of PSRC to build cross-departmental teams that more effectively perform the work required of the agency.



Mukilteo Ferry Dock

The original budget review process begins with the Operations Committee meeting in December to review and refine the budget and work program. The process continues in January through March with reviews by the Growth Management and Transportation Policy Boards, Economic Development Board, Regional Staff Committee and other PSRC staff committees, and analysis and input from the countywide planning organizations, member jurisdictions, and state and federal

agencies, to help ensure that the budget and work program contains items important and helpful to member jurisdictions.

In May 2023 the General Assembly adopted the FY2024-2025 Budget and Work Program.

Changes since the FY2022-2023 Budget and Work Program include:

- Updated financial structure and process section
- Updated performance measures section.

Budget Policies

The PSRC Financial and Budgetary Policies can be found in Appendix B of this document.

The policies are designed to guide and inform decision making and related administrative procedures and practices. The policies include a reserve fund policy with a target reserve fund balance of two months of operating expenditures. Currently, the agency's reserve fund balance is approximately 99% of the

recommended target. In order to build the reserve fund to the recommended target level, the additional local funds generated by a 4% per year increase in the biennium will be dedicated to the reserve fund. The recommended policies also call for a reassessment of the need for a dues increase each biennium during the biennial budget development process. Any future dues increase, beyond fiscal year 2025, would be subject to reassessment during the development of the fiscal years 2026 to 2027 biennial budget and work program.



Issaquah

Unfunded Sub-Tasks

The narratives include references to unfunded and partially funded work. When developing the FY2024-2025 Budget and Work Program staff identified additional work (staff & consultant) that could be pursued in the event additional revenue is identified.

There are currently no unfunded or partially funded sub-tasks are identified in the narratives:

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 – 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.

December 2022

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

January - February 2023

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

March 2023

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

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.

Performance Measures, Milestones & Reporting

The budget and work program identifies milestones and products for the various tasks and sub-tasks.

Once the budget and work program is approved, progress toward completion of milestones and products is reported to PSRC funding partners in monthly, quarterly and/or semi-annual progress reports. The frequency of reporting depends on reporting requirements of each funding source. Project level accounting reports track expenditures on projects and compare the budgeted expenditures to actual. Contract expenditures and percent complete are tracked separately in a monthly contract status report.

Directors and Program Managers meet quarterly with finance staff to review budget-to-actual reports and to discuss project timelines. The emphasis of these meetings is to complete contracts and work tasks on time and under budget. These meetings also provide an opportunity for program staff to communicate with finance staff. If necessary, transfers of resources may be needed to complete vital projects on time or in other instances when timelines may need to be adjusted due to unforeseen circumstances, such as staff vacancies or competing priorities.

As a requirement of our MPO agreement with WSDOT, PSRC produces an annual progress report that is published on our website (PSRC.org) and delivered to WSDOT, FHWA and FTA within three months of the close of each fiscal year (June 30). Additional information regarding PSRC's progress for fiscal year 2022 can be found in the annual Progress Report at: [Year-End Progress Report: Fiscal Year Ending June 30, 2022 \(psrc.org\)](https://psrc.org/Year-End-Progress-Report-Fiscal-Year-Ending-June-30-2022).

The following reports are provided to the Operations Committee and Executive Board at each meeting:

- Contract status report
- Grant status report
- Budget-to-actual comparison by program area
- Recently completed contracts list

The budget and work program is reviewed and updated annually.

Fiscal Years 2020-2025 Performance Measures

PSRC develops policies and coordinates decisions about regional growth, transportation and economic development planning. The success of this work depends on the involvement of stakeholders such as our members as well as the community that lives and works within the region. PSRC has identified the following performance measures to help us identify the success of this participation.

Participation Performance Measures								
Agency Goal	Milestone or Outcome Measurement	PSRC Board or Committee	2020	2021	2022	2023	2024 Goal	2025 Goal
Increase Participation on Board Meetings from PSRC Members	PSRC Board Member Participation as a Percentage of Member Attendance	Equity Advisory Committee	N/A	N/A	82%	71%	85%	85%
		Growth Management Policy Board	73%	69%	66%	71%	75%	75%
		Transportation Policy Board	58%	85%	76%	75%	80%	80%
		Economic Development District Board	60%	57%	57%	49%	65%	65%
		Operations Committee	87%	89%	82%	81%	90%	90%
		Executive Board	82%	82%	75%	73%	90%	90%
Increase Public Participation and Communications	Public Engagement and Interaction	Biennial Household Travel Survey Response Rate (as a percentage of completed surveys) ¹	4%		4%		4%	
		PSRC.org Visits (per thousands)	152	132	131	145	150	150
		PSRC Social Media Engagements	2,387	1,657	1,990	2,200	2,500	2,500

N/A = Data not available / not measured during the time period.

¹Household travel Survey is completed on a biennial basis. Low response rates are consistent with industry trends.

Long-Term Financial Projections & Strategy

PSRC's six-year financial projections are shown in Tables 9 - 12.

In preparing these estimates we made the following assumptions:

- State and Federal grant revenue projections for MPOs and RTPOs are based on estimates provided by our funding partners (WSDOT, FTA, FHWA).

- We have projected no increases in the funding level from the Economic Development Administration (EDA). This funding has remained relatively constant for the past 10 years.
- Funding from FTA 5307 and STBGP are based on Project Selection Task Force recommendations and approved by the PSRC Executive Board. The region's transit agencies are consulted on the amounts of FTA 5307 funds. The projects funded with FTA 5307 funds are developed in collaboration with the Transit Operators Committee and are approved by the region's transit executives.



State Route 520

- FTA 5310 funds are projected to remain at the current level of \$200,000 per biennium.
- LiDAR funds are not currently available.
- Carryover indicates available funds and related work that remain unspent in the previous budget cycle and can be used in the next budget. Carryover amount for FY2024-25 is based on projected revenues and expenditures in Fiscal Year 2023. Carryover for time periods beyond fiscal year 2025 is based on historical trends and can be adjusted over time.
- Until the reserve funds balance reaches the target of two months of operating expenditures, we have assumed a 4% per year increase in membership dues that will be used to increase the reserve fund balance, subject to biennial review and approval by Operations Committee. There is a 4% increase budgeted in FY2024 and a 4% increase budgeted in FY2025.
- Anticipated funds are estimates that are likely but not known and may be contingent upon a future event. We budget the potential revenue and encumber the potential expenditures until the amount and the exact nature of the work are known. The anticipated MPO amount listed is based on possible increases in annual funding resulting from the FAST Act. Until we have a more accurate estimates we will show these funds as anticipated and related expenditures will not be authorized until funding becomes available.

Analysis: PSRC is required to adopt a balanced budget for each biennium. The projections shown in this six-year plan show a balanced budget for fiscal years 2024-2025, an approximate 1.57% deficit in fiscal years 2026-2027 and a projected 13.35% deficit in fiscal years 2028-2029. If additional revenues are not identified by the time that these future budgets are prepared for adoption, then reductions in expenditures will be required. These reductions will come from salaries, consultant or direct costs and will be determined during the budget development process.

Table 9 - Revenue Comparison Summary

Basic Funding	Projected Biennial FY2024-2025	Projected Biennial FY2026-2027	Projected Biennial FY2028-2029
State	\$1,506,000	\$1,226,000	\$1,226,000
Federal	\$19,890,000	\$19,890,000	\$19,890,000
Local Funds, EDD and Service Income	\$5,231,000	\$5,658,000	\$6,119,000
Carryover (a)	\$17,961,000	\$7,200,000	\$5,600,000
State/Federal/Local Anticipated	\$150,000	\$156,000	\$162,000
Tenant Allowance	\$100,000	\$0,000	\$0,000
Total	\$44,837,000	\$34,130,000	\$32,998,000

Table 10 - Expenditure Comparison Summary

Basic Funding	Projected Biennial FY2024-2025	Projected Biennial FY2026-2027	Projected Biennial FY2028-2029
Salaries (b)	\$14,408,000	15,562,000	17,157,000
Benefits (c)	\$7,850,000	\$9,126,000	\$10,192,000
Overhead (d)	\$4,251,000	\$5,002,000	\$5,261,000
s+b+oh	\$26,509,000	\$29,690,000	\$32,610,000
Direct	\$1,036,000	\$470,000	\$491,000
Consultant	\$7,814,000	\$1,500,000	\$1,500,000
Encumbrance/Anticipated (e)	\$7,048,000	\$156,000	\$162,000
Contingency/Reserve PSRC	\$2,431,000	\$2,858,000	\$3,320,000
Total	\$44,837,000	\$34,674,000	\$38,083,000
Variance (Revenues - Expenditures)	(\$0,000)	(\$543,000)	(\$5,085,000)
	0.00%	1.57%	13.35%

Table 11 - Staffing Comparison by Task

	Projected Biennial FY2024-2025	Projected Biennial FY2026-2027	Projected Biennial FY2028-2029
Planning Management	5	5	5
Regional Growth Planning	6	6	6
Long-Range Transportation Planning	16	16	16
Subtotal Planning	27	27	27
Economic Development District	1	1	1
Technical And Data Services	20	20	20
Council Support	3	3	3
Communications	5	5	5
Administrative Services (f)	13	13	13
Total	69	69	69

(a) Carryover are available funds that remain unspent in the previous budget cycle and can be used in the next budget cycle.

(b) Includes all agency staff salaries for the two year period. Assume 5% merit per year

(c) Benefits include vacation, sick leave, holiday, retirement medical, dental, short and long term disability, life, a deferred compensation plan, etc.

(d) Overhead assumes a growth of 5% per year on some expenses.

(e) Encumbrance/Anticipated includes State/Federal/Local Anticipated, Tenant Improvement, and Local Match for Anticipated.

(f) Administrative Services include: Finance, HR, IT, Information Center, and Graphics

Table 12 - Revenue Comparison by Source

	Projected Biennial FY2024-2025	Projected Biennial FY2026-2027	Projected Biennial FY2028-2029
Basic Funding			
Grant and Local Revenue			
Planning funds			
Regional Transportation Planning Org	\$1,506,000	\$1,226,000	\$1,226,000
Federal Transit Administration (MPO) and	\$4,234,000	\$4,234,000	\$4,234,000
Federal Highway Administration (MPO)	\$10,756,000	\$10,756,000	\$10,756,000
Subtotal Planning funds	\$16,496,000	16,216,000	16,216,000
Project Funding			
FTA/5307	\$2,500,000	\$2,500,000	\$2,500,000
FTA/5310	\$200,000	\$200,000	\$200,000
STBGP	\$2,000,000	\$2,000,000	\$2,000,000
Subtotal Project Funds	\$4,700,000	\$4,700,000	\$4,700,000
Local Funding			
Local Membership Dues	\$3,714,000	\$4,017,000	\$4,345,000
EDD Membership Dues (a)	\$326,000	\$353,000	\$381,000
Subtotal Membership Dues	\$4,040,000	\$4,370,000	\$4,727,000
Transit Agency Dues	\$1,191,000	\$1,288,000	\$1,393,000
Subtotal Local Funding	\$5,231,000	\$5,658,000	\$6,119,000
Grant and Local Revenue Subtotal	\$26,427,000	\$26,574,000	\$27,036,000
Project Specific Revenue			
Space Sector Study Support	\$0,000	\$0,000	\$0,000
Subtotal Project Specific Revenue	\$0,000	\$0,000	\$0,000
CPSEDD Revenue			
CPSEDD - EDA Planning Grant	\$200,000	\$200,000	\$200,000
Subtotal CPSEDD Revenue	\$200,000	\$200,000	\$200,000
Carryover PSRC	\$17,961,000	\$7,200,000	\$5,600,000
Tennant Allowance	\$100,000	\$0,000	\$0,000
Basic Funding Total	\$44,687,000	\$33,974,000	\$32,836,000
Anticipated Funding			
Anticipated MPO (b)	\$150,000	\$156,000	\$162,000
Anticipated Funding Total	\$150,000	\$156,000	\$162,000
Total	\$44,837,000	\$34,130,000	\$32,998,000

(a) EDD membership dues have been collected by PSRC membership since 2005 to support Economic Development function.

(b) Anticipated MPO reflects a 2% per year increase in FHWA MPO Funding.

*Table shows a 4% per year dues increase through FY2029.

Budget Trends

Figures 6 and 7 illustrate the historical biennial revenue and expenditure trends.

Here are some observations based on this graphical representation of eight years of budgets past, present and future:

- Overall total revenues have been declining.
- The steepest decline has been in the amount of carryover funds. This decline in carryover funds is related to the completion of several multi-period projects that carried over from one budget period to the next. The proposed budget has fewer of these carryover projects and less related direct and consultant expenditures.
- The decline in the encumbered amount of expenditures is also related to the completion of long-term projects in carry-over.
- Amounts from other funding sources other than carry-over are relatively stable.
- Over the eight years budgeted salaries, benefits and overhead continue to rise creating a growing gap between revenues and expenditures.
- The budgets have been balanced by decreasing staff and keeping direct and consulting costs to a minimum.
- The contingency amount has grown as a result of dues increases dedicated to increasing reserves.



Seattle Waterfront

Figure 6 - **Biennial Revenue Trends**

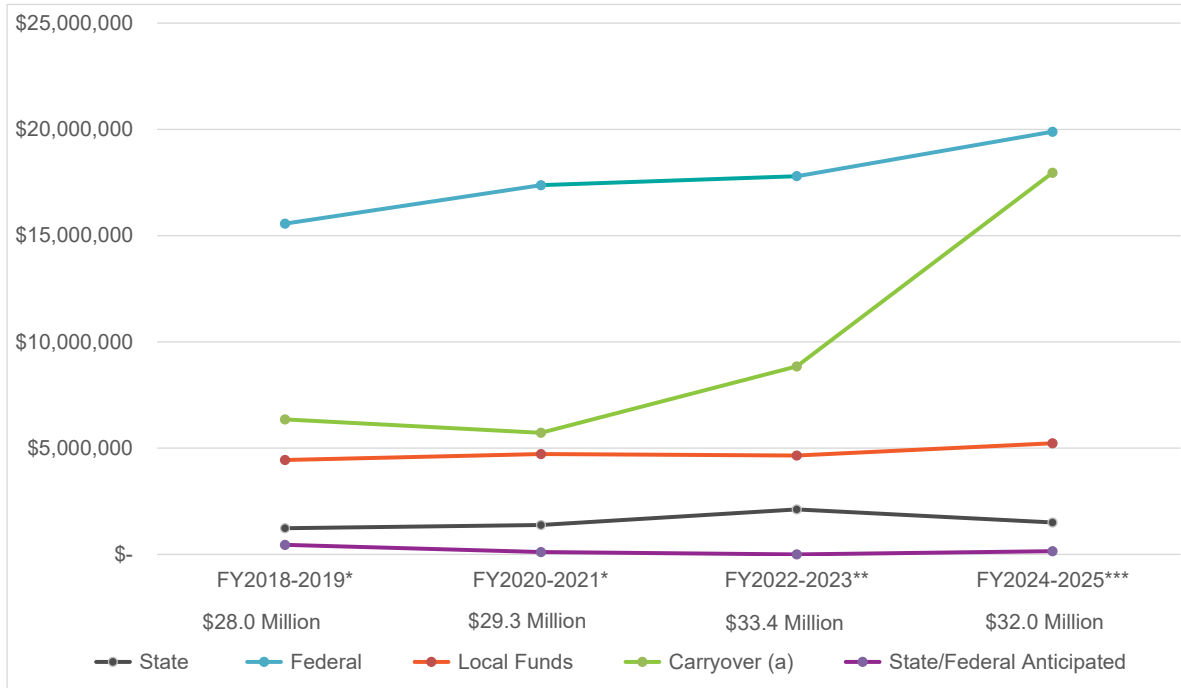
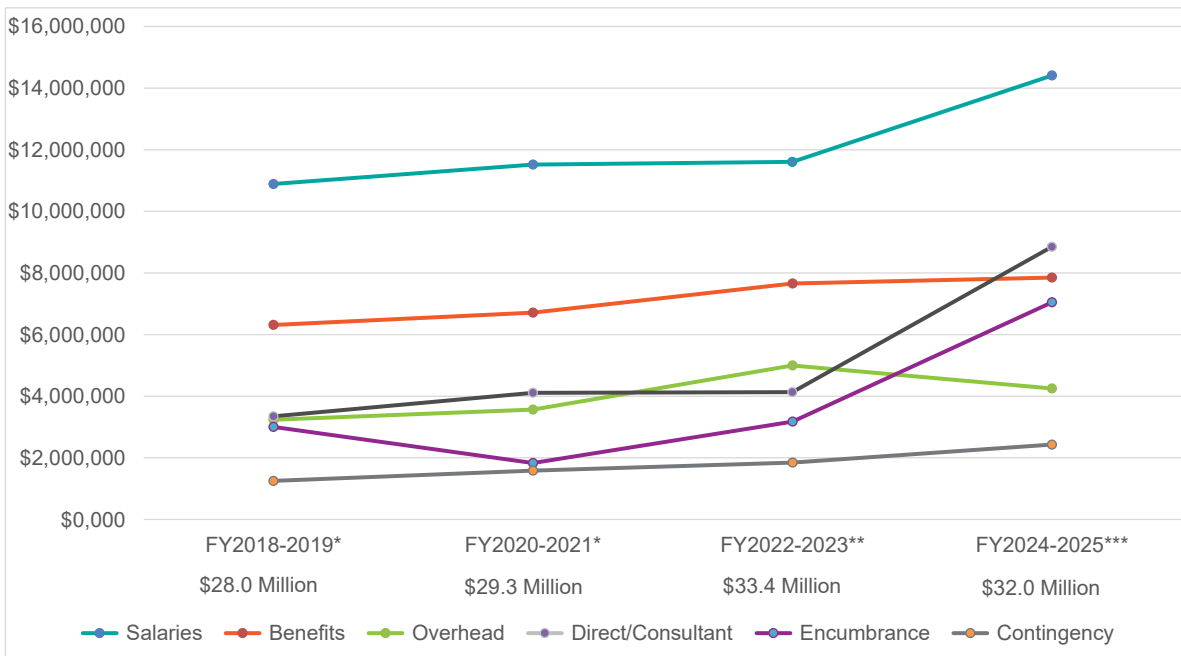


Figure 7 - **Biennial Expenditure Trends**



* FY2018-2019 and FY2020-2021 reflect the Final Biennial Budgets.
 **FY2022-2023 as of May 2023 Amended Supplemental Budget.
 ***FY2024-2025 Supplemental Biennial Budget.

Work Description by Task

Regional Planning (Task 000)

Objective

Oversee the development, maintenance and implementation of effective regional strategies for growth and transportation, and to improve regional coordination of planning programs. Develop short-term regional planning projects and programs in response to emerging issues and identified agency priorities.

Sub-Tasks

Sub-Task 1. Departmental Administration

Manage and administer the regional planning work program, including work program development, schedule, budget, progress and evaluation reports and related documentation. Support PSRC's Growth Management and Transportation Policy Boards and key technical and advisory committees. Support the Central Puget Sound Economic Development District Board and the PSRC Executive Board. Participate on the PSRC Executive Management Team to set strategic direction for the agency. Represent PSRC in local, regional, state, and national planning efforts, and inform regional planning from that work. Budget includes resources for on-call Hearing Examiner associated with development of long-range plans.

Sub-Task 2. Regional Staff Committee

Convene the Regional Staff Committee monthly or at least quarterly to discuss key issues to help inform the work of the policy boards, Operations Committee, and Executive Board. Develop meeting agendas and supporting materials; facilitate meetings and special events sponsored by the Regional Staff Committee.

Sub-Task 3. Aviation Planning

In cooperation with FAA, airport operators, and the WSDOT Aviation Division, PSRC is involved in a wide variety of activities related to planning and support for the central Puget Sound region's public use airport system. Periodically, PSRC receives funding from the FAA to support aviation planning in the region. Most recently, PSRC received a grant from the FAA to support the development and publication of a Regional Aviation Baseline Study. PSRC will continue to engage in regional aviation system planning as needed.

Sub-Task 4. Growth Management Planning: VISION 2050 Implementation

Support implementation of VISION 2050, including ongoing policy development, public outreach, and technical research into a range of growth management and other topics.

Sub-Task 5. Racial Equity and Social Justice

The central Puget Sound region has a long history of racism that continues to cause enormous harm. Generations of discrimination, disinvestment, and inequitable

opportunities have helped lay the groundwork for a region where people of color and white residents too often have completely different experiences.

As a planning agency, the Puget Sound Regional Council (PSRC) makes decisions that shape transportation, land use, and the built environment. The agency has a responsibility to dismantle systems of inequity and reimagine a region where race can no longer predict life outcomes. The region's vision for advancing prosperity, a healthy environment, housing choices, and great public spaces in vibrant urban centers is not available to everyone, especially people of color who face ongoing discrimination in education, health services, employment, and safe access to public spaces.

PSRC will continue with the development of the Regional Equity Strategy to improve outcomes for marginalized communities and how the agency operates internally. It will work with its members and stakeholders to identify existing inequities across the region and recommend targeted strategies to improve the region's capacity to grow in an equitable manner, recognizing the unique needs of marginalized groups. PSRC will lead with race, which has proven to be an effective method for not only increasing equitable outcomes for people of color but developing a framework, tools, and resources that can remove barriers for other marginalized groups.

The Regional Equity Strategy will implement the policies in VISION 2050 that work towards equitable outcomes and will inform future regional and local planning. It will provide guidance to help members work in a coordinated manner towards the region's goal of providing an exceptional quality of life and opportunity for all. It will also provide guidance and training for staff to ensure the agency effectively uses its roles to advance racial equity.

This guidance will include the development of a Racial Equity Impact Assessment, a tool to evaluate the impact of planning initiatives on different populations and a means to explicitly incorporate equity into decision-making processes for policies and plans. PSRC will collaborate with consultants to provide training opportunities, so members can develop skills to effectively use this tool.

PSRC will work to incorporate and center racial equity and social justice in its public and member engagement, approaches to analysis, data and resources for its members, development of regional policy, and its internal practices and procedures, staff training, and professional development opportunities. In partnership with Sound Transit, the Seattle Department of Transportation, King County Metro Transit, and other regional partners and transit agencies, support and help implement a full-day joint transit agency Equity Summit, anticipated in early 2024.

As part of this work, PSRC will continue to support the Equity Advisory Committee to provide recommendations to the Growth Management and Transportation Policy Boards, other technical and advisory committees, and the Executive Board. Staff will also support the Equity Advisory Committee in the development of an Equity Pilot Program to competitively award approximately \$6 million in funds identified in the 2022

Project Selection process. Work will include developing meeting agendas and supporting materials; facilitating meetings and special events sponsored by the Equity Advisory Committee.

Sub-Task 6. Long Range Transportation Planning

Support implementation of the 2022 Regional Transportation Plan, including ongoing policy and technical research into a wide variety of transportation mobility topics. Key elements include transit, including special needs transportation, transportation demand management and passenger only ferries; freight; active transportation; technology; maintenance and preservation; and financial planning. Work will also focus on developing a Regional Safety Plan.

Sub-Task 7. Equitable Engagement

The Growth management Act establishes a baseline for public participation as a component of the planning process. However, many traditional methods and approaches do not facilitate effective engagement with historically impacted communities. The Puget Sound Regional Council bylaws declare the agency's strong commitment to public participation and specify that the agency utilize a broad range of engagement opportunities, information campaigns, public meetings after effective notice, open discussion, and consideration of and response to public comments.

PSRC has funded a new position in its budget to take the lead on engagement with its membership and member of the public. The role will work across the agency to develop engagement resources and guidance, design and implement new project specific engagement programs as needed and develop an implement new core PSRC engagement activities.

An early example of a new core PSRC engagement activity is development of a summer youth planning academy, designed to expose underrepresented groups to regional planning, build a pipeline of people who may be interested in planning as a profession, and create greater awareness of PSRC and its role in the region. The first session of PSRC's Summer Planning Academy will be held in summer 2023.

Sub-Task 8. Transportation Safety

In spring 2023, PSRC received an SS4A Action Plan Grant from the United States Department of Transportation (USDOT) Safe Streets and Roads for All program. As part of the consolidated \$4.9 million grant award, PSRC will subaward \$2.2 million of the funds to the cities of Burien, Everett, Kent, Redmond, and Tukwila, and Pierce County, Washington to develop detailed local action plans. With its share of the grant funds, PSRC will develop a Regional Safety Action Plan for the metropolitan transportation system based on a Safe System Approach. PSRC will provide administrative support and coordinate the work of the local agencies and serve as the lead grantee with USDOT.

The objective of the transportation safety project is to conduct extensive public engagement and to integrate available data sets that will allow for analyses of key

transportation safety problems facing the region and local jurisdictions. The regional plan will identify problems and assist identification of proven safety countermeasures, strategies, and tools to identify specific safety projects by its members.

The grant has additional funds for PSRC to procure consultant support to develop additional local Safety Action Plans for a limited number of member governments or agencies (potentially 4 or 5). This support will be provided after the development of a draft Regional Safety Action Plan. The goal will be to prioritize support for areas with high proportions of underserved communities.

Unfunded Sub-Tasks

None.

Major Milestones and Products

1. Regional Staff Committee agendas and meetings (*Ongoing*)
2. Equity Advisory Committee agendas and meetings (*Ongoing*)
3. Racial Equity Impact Assessment Tool (*December 2023*)
4. Transportation Funding Equity Pilot (*December 2023*)
5. Quarterly PSRC Staff and Board racial equity trainings and learning opportunities (*Quarterly through 2023 and 2024*)
6. Annual updates and improvements to the Equity Tracker performance dashboard (*December 2023, December 2024*)
7. Joint Transit Agency Equity Summit (*Spring 2024*)
8. 2023 Summer Planning Academy program (*July 2023*)

Mandates

This work element provides for the program development, administration and management of the regional planning and implementation work element as required by:

1. **Interlocal Agreement for Regional Planning of the Central Puget Sound Region:** Requires that PSRC provide information and services to local governments, state and regional agencies, Indian tribes, community organizations, businesses, individuals, and other interested parties. This work also is mandated by numerous federal and state requirements for public information and involvement.
2. **VISION 2050 Maintenance and Implementation:** Interlocal Agreement for Regional Planning of the Central Puget Sound Area, Regional Transportation Planning Organization (RTPO) Legislation, Washington's Growth Management Act, Fixing America's Surface Transportation (FAST) Act, VISION 2050, Washington State Environmental Policy Act.
3. **Long-Range Transportation Planning:** Interlocal Agreement for Regional Planning of the Central Puget Sound Area, Regional Transportation Planning Organization (RTPO) Legislation, Washington's Growth Management Act, Fixing America's Surface Transportation (FAST) Act, Federal Clean Air Act, Clean Air Washington Act, Washington's Commute Trip Reduction (CTR) Program,

- Corridor Planning [RCW 47.06.120].
4. **Short-Range Transportation Planning and PSRC Funding:** Interlocal Agreement for Regional Planning of the Central Puget Sound Area, Regional Transportation Planning Organization (RTPO) Legislation, Fixing America’s Surface Transportation (FAST) Act, Federal Clean Air Act.
 5. **Implementing VISION 2050, the Regional Transportation Plan, and Amazing Place, the Regional Economic Strategy:**
VISION 2040 and the Regional Transportation Plan commit the region to periodically report on environmental, growth management, transportation, and economic issues, based on the region’s adopted goals and multicounty planning policies.
 6. **Regional Airport Systems Policies,** adopted in VISION 2050 and the Regional Transportation Plan that address existing aviation capacity and planning for the future.

Policy Direction and Interagency Staff Involvement

Policy Direction from the PSRC Policy Boards, the PSRC Executive Board, the Central Puget Sound Economic Development District Board, and from the PSRC Executive Management Team. Interagency staff involvement with the Regional Staff Committee; subarea and county-wide planning forums; Transit Executives and the Transportation Operators Committee; Sound Transit staff; WSDOT staff; and other local agency staff from around the region.

Summary of Revenues and Expenditures

Summary Revenues & Expenditures	
Revenues:	
RTPO	\$127,000
FHWA	\$2,038,000
FHWA Local Match	\$318,000
Carryover Local	\$198,000
Local	\$239,000
Federal Match	
Anticipated	\$0,000
Total	\$2,921,000

Expenditures:	
Salaries & Benefits	\$1,658,000
Overhead	\$753,000
Direct Costs	\$81,000
Consultants	\$447,000
Unfunded	\$0,000
Total	\$2,938,000

Budget Comparison:	
Supplemental	
FY 24-25	\$2,921,000
Sept 23 Amended	
FY 24-25	\$2,921,000

FTE Staffing Comparison:	
Supplemental	
FY 24-25	4.75
Sept 23 Amended	
FY 24-25	4.75

Summary of Consultants within Planning

Sub-Task	Description of Work	Amount
1	Engagement Support	\$ 75,000
5	Regional Focus Groups	\$ 50,000
5	Regional Public Opinion Survey	\$ 150,000
1	Economic Development Implementation	\$ 100,000
5	Equity Strategy	\$ 72,000
	Total Funded Contracts	\$ 447,000
	Total Unfunded Contracts	\$ -
	Total Consultant Costs	\$ 447,000

Regional Growth Management Planning (Task 100)

Objective

Implement VISION 2050 as the region's growth management, environmental, economic, and transportation long-range plan, and to ensure conformity and consistency of local plans and policies with state and regional planning requirements, and provide technical assistance on PSRC plans, policies, and programs.

Sub-Tasks

Sub-Task 1. Departmental Administration

Manage and administer the growth management work program, including work program development, schedule, budget, progress and evaluation reports, and related documentation. Ensure compliance with rules and regulations of funding agencies and the Puget Sound Regional Council.

Sub-Task 2. Support Boards and Committees

Support PSRC's Growth Management Policy Board, Executive Board, and other boards and committees. This sub-task will provide and support forums for regional policy development and decision making. Growth Management Policy Board work items are expected to include work to implement VISION 2050, review of recommendation on certification of local comprehensive and subarea plans, and review of regional centers.

Sub-Task 3. VISION 2050 Implementation

VISION 2050 is the region's plan to keep the central Puget Sound region healthy and vibrant as it grows. As the region prepares to add more people and jobs in the coming decades, VISION 2050 identifies the challenges we should tackle together as a region and establishes the vision for the next 30 years.

VISION 2050 serves as the framework for countywide and local planning conducted under the Growth Management Act and for regional planning, such as the Regional Transportation Plan. VISION 2050 also serves as the region's equitable plan for transit oriented development. Successful implementation requires continued regional coordination and support for counties and cities in their efforts to make VISION 2050 a reality at the local level. This Sub-Task will include outreach, convenings and events, assistance and technical development to support implementation of VISION 2050 through direct PSRC actions and through support to jurisdictions, agencies, and interest groups.

a. Growth Strategy Implementation

PSRC will provide assistance for the implementation of VISION 2050 and the Regional Growth Strategy in the updates to local plans, as required by the Growth Management Act.

b. Housing Implementation

A priority topic for VISION 2050 is to ensure that the region’s housing supply keeps up with the region’s strong economic and job growth, provide greater affordability options, and lessen the risk and potential impact of displacement. This Sub-Task will include implementation of the Regional Housing Strategy, coordination with member agencies to improve the information available related to housing supply and affordability, support for local housing strategy efforts, data monitoring, and assistance for local comprehensive plan updates.

c. Environment and Conservation

PSRC will support strategies to best manage growth and development in rural and resource lands to support county efforts to maintain rural areas while also encouraging the vast majority of growth toward cities, centers, and urban areas. PSRC will support actions by the Puget Sound Partnership to restore Puget Sound and address water quality. PSRC will also work to support local efforts to enhance access to open space in urban and underserved areas. This includes regional collaboration to further Transfer of Development Rights programs in each county.

d. VISION 2050 Outreach

PSRC will continue to provide outreach services for VISION 2050 that are designed to communicate the goals and policies of VISION 2050 to member jurisdictions, regional stakeholders, the business community, and the public. This work program will:

- Build awareness of VISION 2050 among local jurisdictions in advance of the development of local comprehensive plans.
- Raise awareness of PSRC and VISION 2050 to residents across the region.
- Collaborate with residents who are historically underrepresented in the planning process to ensure all voices are heard in regional planning.

e. Additional implementation

PSRC will work towards the actions and measures identified in VISION 2050 in addition to the items listed above. This includes data collection, progress tracking and reporting, collaboration with external partners and university research departments, and other items that will further implementation of VISION 2050 and the region’s understanding of important policy areas.

Sub-Task 4. Technical Assistance and Coordination

Conduct outreach and provide technical assistance to jurisdictions, agencies, and interest groups on PSRC plans, policies, and programs, especially to support implementation of VISION 2050 and the local adoption of 2024 comprehensive plans.

Key activities include outreach to member jurisdictions, countywide planning groups, and other partner agencies and interest groups. Specific technical assistance will be provided to local jurisdictions regarding growth targets, implementing housing affordability strategies, countywide planning policies, comprehensive plans, centers plans, and transit station area plans to foster alignment with VISION 2050 and the Regional Transportation Plan.

In addition, the Growth Management team assists other PSRC teams in carrying out their work. This includes support of the Transportation Improvement Program, work on the Regional Transportation Plan implementation, Regional Economic Strategy implementation, climate change work, and other work as opportunities occur. This task will improve the overall coordination and compatibility of planning and research efforts throughout the four-county region.

Sub-Task 5. Local Comprehensive Plan Review and Certification

The Washington State Growth Management Act and Regional Transportation Planning Organization legislation directs PSRC to formally certify countywide planning policies and the transportation-related provisions in local comprehensive plans for conformity with state planning requirements and consistency with adopted regional plans and multicounty policies. Certification reports are brought to policy and executive boards on an ongoing basis. During this budget cycle, individual jurisdictions will be adopting limited local plan updates in 2024 to meet requirements of the Growth Management Act. PSRC will provide assistance and guidance to countywide and local organizations throughout the upcoming plan updates.

Sub-Task 6. Regional Centers Implementation

Based on the adopted Regional Centers Framework, PSRC will implement steps identified in the final report, including coordination with countywide groups and local jurisdictions on centers identification and planning and providing assistance to local jurisdictions as they update center subarea plans to be consistent with the framework. PSRC will conduct a periodic review of centers in 2025 to look at centers performance and will hold an application window for potential new centers.

Sub-Task 7. PSRC Performance Trends Support

PSRC will continue to implement a program to assess regional trends and successes in implementing the policy objectives, projects, and programs adopted in VISION 2050, the Regional Transportation Plan, and the Regional Economic Strategy. The Performance Trends program will integrate planning and data activities and draw resources from all PSRC program areas. The Growth Management division will participate on project teams with other agency staff to assess data developed by the Data division, develop findings, assess policy implications, and develop Performance Trends products.

Sub-Task 8. Monitor & Support Legislation

Provide data and information to support the work of the region's legislative delegation and PSRC members related to VISION 2050 policy. Periodically monitor and review proposed state and federal legislation related to growth management. Particular attention will be given to topics consistent with legislative priorities identified by the Executive Board as recommendations to the Washington State Legislature. Interpret and implement appropriate new and existing state and federal regulations, statutes and policies. This sub-task will ensure PSRC boards, committees, membership, and agency staff are aware of potential legislation and are equipped to implement relevant requirements in their local plans.

Sub-Task 9. State Environmental Policy Act

Prepare and communicate PSRC's comments on regionally significant environmental documents and function as the SEPA Responsible Official when PSRC undertakes environmental reviews. The sub-task will fulfill the agency's responsibilities under the Washington State Environmental Policy Act and PSRC SEPA Procedures. This includes SEPA responsibilities related to the update of the Regional Transportation Plan.

Unfunded Sub-Tasks

None

Major Milestones and Products

1. Provide technical assistance to local jurisdictions through plan updates (*Ongoing*)
2. Regional Housing Strategy implementation and coordination (*Ongoing*)
3. Regional centers review and application window (January 2024 to June 2025)
4. VISION 2050 implementation reporting (July 2024 to June 2025)
5. Provide support to the Growth Management Policy Board (*Ongoing*)
6. Coordinate with regional, state, and federal partners related to growth management (*Ongoing*)

Mandates

This work element provides for the maintenance and implementation of VISION 2050 as the region's growth management, environmental, economic, and transportation plan. These activities are designed to fulfill PSRC's responsibilities as the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Organization (RTPO) for the central Puget Sound Region, as required by:

1. **Interlocal Agreement for Regional Planning of the Central Puget Sound Area**
 - a. Section VI, which provides direction for certifying transportation elements in local comprehensive plans, reviewing transportation projects for consistency with the regional transportation plan, and commenting on proposed actions

and projects with potential significant impact on implementation of the regional transportation plan.

- b. Sections VII, B, E, and F, which require maintaining VISION 2050 as the adopted regional growth management and transportation strategy, providing technical assistance to jurisdictions as required, and which establish PSRC as a forum for discussing regional issues.
- 2. **Regional Transportation Planning Organization (RTPO) Legislation** (RCW 47.80), which requires certification of consistency between countywide policies and the adopted regional transportation plan, as well as the transportation-related provisions in local comprehensive plans.
- 3. **Washington’s Growth Management Act** (RCW 36.70A.210, RCW 47.80, WAC 468.86), which requires multicounty planning policies to provide a common framework to ensure consistency in planning efforts where there are common borders or related regional issues. [RCW 36.70A.510] and **Planning Enabling Act** [RCW 36.70.547] requires cities and counties to use their comprehensive plan and development regulations to discourage the siting of incompatible uses adjacent to general aviation airports. PSRC evaluates consistency of airport compatible land uses as part of its review and certification of local plans.
- 4. **Fixing America’s Surface Transportation Act** (FAST Act), which requires that a continuing, cooperative and comprehensive planning process be maintained that results in plans and programs for an integrated intermodal transportation system.
- 5. **VISION 2050** (adopted October 2020), which includes the region's adopted multicounty planning policies, per the state Growth Management (RCW 36.70A), and the regional growth strategy.
- 6. **Washington State Environmental Policy Act** (RCW 43.21c) and PSRC's Adopted Procedures and Policies Implementing the State Environmental Policy Act (Resolution EB 97-01).

Policy Direction and Interagency Staff Involvement

Policy direction is received from the Executive Board, Growth Management Policy Board (primary policy direction and guidance for overall growth management, environmental, economic, and transportation policy and programs), Transportation Policy Board (primary policy direction and guidance for transportation issues and plans), and the Economic Development District Board (primary policy direction on economic issues).

Summary of Revenues and Expenditures

Summary Revenues & Expenditures		Expenditures:	
Revenues:			
RTPO	\$864,000	Salaries & Benefits	\$1,860,000
FHWA	\$180,000	Overhead	\$846,000
FHWA Local Match	\$28,000	Direct Costs	\$12,000

FHWA Carryover	\$340,000
FHWA Carryover Local Match	\$53,000
FTA 5303	\$567,000
FTA Local Match	\$88,000
FTA 5303 Carryover	\$439,000
FTA 5303 Carryover Match	\$69,000
Carryover Local	\$50,000
Local	\$239,000
Total	\$2,918,000

Consultants	\$200,000
Total	\$2,918,000

Budget Comparison:	
Supplemental FY 24-25	\$2,918,000
Sept 23 Amended FY 24-25	\$2,918,000

FTE Staffing Comparison:	
Supplemental FY 24-25	6.32
Sept 23 Amended FY 24-25	6.32

Summary of Consultants within Regional Growth Management Planning

Sub-Task	Description of Work	Amount
3	VISION 2050 Implementation and Outreach	\$ 150,000
3	Vision 2050 Outreach	\$ 50,000
	Total Funded Contracts	\$ 200,000
	Total Unfunded Contracts	\$ -
	Total Consultant Costs	\$ 200,000

Transportation Planning (Task 200)

Objective

Provide regionally coordinated long-range transportation planning to support VISION, the Regional Economic Strategy, and to meet state and federal requirements. Develop and maintain a Regional Transportation Improvement Program, including the distribution of PSRC-managed federal funds through a competitive project selection process and implementation of a project tracking program to ensure timely delivery of projects throughout the region. Continue PSRC's work with federal, state, regional and local partners to monitor air quality issues in the region, and advance regional policies related to the reduction of emissions and preparation of the region for the impacts from climate change and other natural hazards.

Sub-Tasks

Sub-Task 1. Departmental Administration

Manage and administer the transportation planning work program, including work program development, schedule, budget, progress and evaluation reports and related documentation. Administration will also include assuring compliance with rules and regulations of funding agencies and the Puget Sound Regional Council.

Sub-Task 2. Long-Range Transportation Planning

Continue implementation tasks identified in the 2022-2050 Regional Transportation Plan (RTP), to advance key policy focus areas and to support PSRC's competitive project selection processes. This includes completion of a Regional Safety Plan, continued data collection and updates of inventories and visualization tools, and updates to administrative and process procedures leading up to the launch of the next required four-year update of the RTP in 2024.

Key elements of the 2026-2050 RTP will continue to focus on supporting the VISION 2050 regional growth strategy and policies, including expansion of, access to, high-capacity transit; safety; climate; equity; freight; active transportation; technology; maintenance and preservation needs; financial planning and other topics.

Continue planning and coordination with member agencies and PSRC advisory committees to expand upon the topics above and advance implementation of regional plans. In particular, coordinate with the region's transit and mobility providers via the Transportation Operators Committee, Transportation Demand Management Advisory Committee and the Special Needs Transportation Committee to continue development and monitoring of the regional integrated transit network and improve accessibility for all users. Coordinate with PSRC's freight stakeholders to address goods movement and freight mobility issues throughout the region. Coordinate with the Bicycle Pedestrian Advisory Committee on implementation of the Active Transportation Plan.

Coordinate with the Regional Traffic Operators Committee and other stakeholders on addressing needs and gaps of regional Intelligent Transportation Systems.

Ongoing work to improve the understanding of the needs and operations of the regional transportation system will continue. This includes continued data collection, research and collaboration with partners on a variety of topics, including: maintenance and preservation, transportation finance, bicycle and pedestrian facilities, truck and other forms of freight movement, shared mobility services, new technologies, resilience, and others. Technical guidance and best practices will continue to be developed in coordination with the above partners to assist PSRC member agencies in their local planning efforts and the implementation of VISION and the RTP.

Sub-Task 3. Regional Transportation Improvement Program (TIP)

Maintain the 2023-2026 Regional TIP, including the following: maintenance of the monthly routine amendment process; maintenance and improvements to the Regional TIP database; provision of assistance to member agencies; maintenance of the web-based TIP map; and continued improvements to the website and online applications system. Work to enhance and modernize the web-based and database tools utilized for the TIP and member agency support will be conducted.

Develop the 2025-2028 Regional TIP, following the 2024 project selection process for PSRC's federal funds (refer to Sub-Task 4). This will include the following: air quality conformity analysis; addressing performance-based planning requirements; environmental justice / social equity analysis; rigorous reviews of projects for consistency with federal and state rules and regional policy; web mapping; and a public comment process. To the extent feasible given project schedules, the project selection process will be informed by the planning work identified under sub-task 2.

Sub-Task 4. PSRC Funding

Conduct the project selection process for PSRC's FHWA and FTA funds in 2024, beginning with the development of the *2024 Policy Framework for PSRC's Federal Funds* under board review and direction. This process will also include supporting the Regional Project Evaluation Committee, Transportation Operators Committee, and the four countywide transportation committees. In addition, as available and necessary, conduct additional funding distribution processes to address emergent needs and new federal programs.

Maintain and enhance the project tracking system to monitor progress of projects funded with PSRC funds and ensure the region successfully meets its annual delivery targets for FHWA funds. Continue the monitoring and reporting of project statuses to each of the recommending committees and the PSRC Boards, with a key focus on the annual delivery targets.

Sub-Task 5. Air Quality and Climate Change

Continue to work with our federal, state, regional and local partners to monitor air quality and climate change issues in the region and to estimate regional emissions from plans, programs and projects using the best available technical tools. This sub-task will ensure PSRC meets federal and state requirements regarding the conformity of the Regional Transportation Plan and the Regional TIP to the State Implementation Plan for Air Quality, including ongoing interagency consultation, and will advance regional policies related to the reduction of emissions.

Continue to improve the technical tools for estimating project-level emissions, both for project selection and the reporting of estimated emissions from projects funded with PSRC's Congestion Mitigation and Air Quality Improvement Program funds, as well as for additive improvements to the regional technical analyses.

Continue to improve and monitor the implementation of the region's adopted Four-Part Greenhouse Gas Strategy and continue technical and policy research into the reduction of greenhouse gas emissions. This will include collaboration with partner agencies on the broad spectrum of emissions from all sectors and potential reduction strategies, as well as providing technical assistance on the estimation of transportation emissions. Continue participation in efforts such as the Regional Electric Vehicle Collaboration and other groups advancing alternative fuels.

Advance the region's work on climate preparedness and resilience and continue research and coordination with partner agencies such as the Puget Sound Regional Climate Preparedness Collaborative.

Sub-Task 6. Planning Coordination

Continue to coordinate with federal, state, regional and local partners on all relevant planning work. This will include continued participation in state forums such as the WSDOT/MPO/RTPO Coordination Committee and specific state planning efforts on various transportation related topics.

Continue cooperative planning efforts with member agencies, in particular the region's transit agencies as identified in PSRC's 5307 Work Program. This work program includes addressing transit needs in support of the VISION 2050 regional growth strategy, including the focus around high-capacity transit areas, transit oriented development and supporting the Regional Equity Strategy. Work will also include continued efforts to improve transit accessibility, performance analysis and monitoring, and technical and policy assistance for future system planning.

Unfunded Sub-Tasks

None

Major Milestones and Products

1. Complete development of the first Regional Safety Plan. *(December 2024)*
2. Maintain and report annually on the new RTP performance dashboard. *(January 2024 and January 2025)*
3. Conduct research, analysis, coordination and planning work to begin the development of the 2026 Regional Transportation Plan. *(July 2023 through June 2025)*
4. Continue to meet and improve the federally required Congestion Management Process and performance-based planning measures as part of the Regional Transportation Plan and analysis of regional outcomes, including submittal of required reporting. *(Ongoing)*
5. Publish the annual Regional Transit Integration Report. *(Fall 2023 and Fall 2024)*
6. Conduct the project selection process for PSRC's Federal Funds. *(July 2023 through July 2024)*
7. Develop and adopt the 2025-2028 Regional TIP. *(July 2024 through January 2025)*
8. Conduct monthly amendments to the TIP. *(Ongoing)*
9. Continue project tracking of PSRC funded projects and implementation of FHWA delivery targets. *(Ongoing)*
10. Continue work with regional, state and federal partners to monitor air quality and climate change issues, and coordinate on the implementation of emission reduction strategies. *(Ongoing)*
11. Develop best practices and updates to regional inventories of transportation system components. *(Ongoing)*

Mandates

These activities and other related activities are designed to fulfill PSRC's responsibilities as the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Organization (RTPO) for the central Puget Sound region, as required by:

1. **Interlocal Agreement for Regional Planning of the Central Puget Sound Area**
Article VII requires that PSRC produce a Regional Transportation Plan as prescribed by federal and state law and regulations and is based on local comprehensive planning. The plan is required to establish planning direction for regionally significant transportation projects, as defined in state law, and to be consistent with the regional growth management strategy.
2. **Regional Transportation Planning Organization** legislation (RCW 47.80), which requires the preparation of a regional transportation plan and development of a regional transportation improvement program (TIP).
3. **Infrastructure Investment and Jobs Act** [23 CFR Part 450 Subpart C (FHWA) and 49 CFR Part 613, Subpart A (FTA)], which requires a metropolitan planning process that includes the development of a transportation plan and an integrated multimodal transportation system, including a description of performance

measures and targets, as well as the development of a transportation improvement program (TIP).

4. **Federal Clean Air Act** (42 USC Section 7401-7671q) and **Washington Clean Air Act** (RCW 70.94.37) which legislates federal and state requirements through Air Quality Conformity rules for transportation plans, programs and projects.
5. **Memorandum of Understanding** between the Puget Sound Clean Air Agency, Washington State Department of Ecology and PSRC regarding the preparation of maintenance plans and regional transportation conformity analyses.
7. **Washington’s Commute Trip Reduction (CTR) Program** (RCW 70.94.521-555 and WAC 468-63) which requires interjurisdictional cooperation in affected urban growth areas for implementation of CTR plans.

Policy Direction and Interagency Staff Involvement

Policy direction and oversight will continue under the Transportation Policy Board, with formal actions taken by the Executive Board. This work element will continue to have extensive involvement from PSRC’s advisory committees, including the Regional Staff Committee (RSC), Regional Project Evaluation Committee (RPEC), and the Transportation Operators Committee (TOC), as well as the four countywide transportation organizations.

This work element will also continue to have extensive involvement from PSRC’s regional air quality consultation partners, including the Puget Sound Clean Air Agency, Washington State Departments of Ecology and Transportation, the U.S. Environmental Protection Agency, and the Federal Highway and Transit Administrations.

Summary of Revenues and Expenditures

Summary Revenues & Expenditures	
Revenues:	
RTPO	\$515,000
FHWA	\$909,000
FHWA Local Match	\$142,000
FHWA Carryover	\$191,000
FHWA Carryover Local Match	\$30,000
FTA 5303	\$1,502,000
FTA Local Match	\$234,000
FTA 5303 Carryover	\$439,000
FTA 5303 Carryover Match	\$69,000
STBGP	\$1,000,000
STBGP Local Match	\$156,000
FTA 5307	\$980,000
FTA 5307 Local Match	\$245,000
Expenditures:	
Salaries & Benefits	\$4,852,000
Overhead	\$2,207,000
Direct Costs	\$26,000
Consultants	\$5,667,000
Total	\$12,752,000

FTA 5307 Carryover	\$480,000
FTA 5307 Carryover Match	\$120,000
Safe Streets for All	\$4,222,000
Safe Streets for All Match	\$1,055,000
FTA 5310	\$200,000
Carryover Local	\$50,000
Local	\$213,000
Total	\$12,752,000

Budget Comparison:	
Supplemental FY 24-25	\$12,752,000
Sept 23 Amended FY 24-25	\$12,453,000

FTE Staffing Comparison:	
Supplemental FY 24-25	15.75
Sept 23 Amended FY 24-25	15.75

Summary of Consultants within Transportation Planning

Sub-Task	Description of Work	Amount
2	SEPA Support	\$ 175,000
2	Public Comment and Outreach	\$ 125,000
2	RTP Implementation/Data/Research/Emerging Issues	\$ 100,000
3	TIP Database Update	\$ 150,000
3	TIP Database Maintenance	\$ 30,000
8	Safe Streets for All Support	\$ 2,906,793
8	Safe Streets for All - Subrecipients	\$ 2,180,363
	Total Funded Contracts	\$ 5,667,156
	Total Unfunded Contracts	\$ -
	Total Consultant Costs	\$ 5,667,156

Economic Development District (Task 300)

Objective

Provide staff support to the Economic Development District (EDD) Board of Directors. Maintain the central Puget Sound region's eligibility for economic development planning and technical assistance funding from the federal Economic Development Administration. Develop, update, and assist in implementation of the Regional Economic Strategy, which serves as the region's Comprehensive Economic Development Strategy (CEDS). Under direction from the EDD Board of Directors, coordinate with public, private, and community stakeholders to develop and implement initiatives that strengthen the region's economy.

Sub-Tasks

Sub-Task 1. EDD General

Ongoing administrative, managerial, and operational efforts are required to maintain status as the Central Puget Sound Economic Development District (EDD), including:

- a. Convene and provide staff support to the EDD Board of Directors, subcommittees, and other working groups or taskforces.
- b. Annually update the Regional Economic Strategy.
- c. Develop and maintain tracking tools, performance measure data and other products to facilitate strategy implementation.
- d. Coordinate events and programs, as appropriate, to aid in implementation of the Regional Economic Strategy.
- e. Prepare budget and work program.
- f. Review and evaluate employee performance.
- g. Develop, apply for, and monitor grants and contracts in support of the Regional Economic Strategy.

Sub-Task 2. Regional Economic Strategy Implementation

The Regional Economic Strategy, adopted in December 2022, is the guiding document for key regional economic initiatives. The EDD Board will maintain a work plan of initiatives to implement the strategy, informed by ongoing evaluation. Economic development staff will work with regional partners to implement these initiatives, including:

- a. Identify emerging industry opportunities, subsectors, or cross-cluster opportunities;
- b. Identify challenges and opportunities faced by the region's economy;
- c. Perform and coordinate qualitative and quantitative analysis to help detail the region's strengths, weaknesses, opportunities, and threats and develop targeted strategies to improve the region's competitive position;
- d. Develop, run, and collaborate on events that bring together economic development interests in the region and highlight regional priorities.

Unfunded Sub-Tasks

None

Major Milestones and Products

1. Annual Economic Development Work Plan Developed and Adopted (2023 and 2024)
2. EDA Planning Grant Secured (June 2023)

Mandates

This work element provides for program development, administration and management of regional economic development planning activities as required by:

1. **EDD/PSRC Memorandum of Agreement** dated June 27, 2002.
2. Authority for the CPSEDD creation is by a **Joint Exercise of Powers Agreement** between the counties of King, Kitsap, Pierce and Snohomish dated May 5, 1971 and amended November 13, 2003.
3. Federal authority for the creation, recognition and funding of multi-jurisdictional economic development districts is found in the **Public Works and Economic Development Act of 1965** (Public Law 89-136, 42 U.S.C. 3121 *et sec.*) as amended, including the comprehensive amendments by the Economic Development Administration Reform Act of 1998 (Public Law 105-393) and the Economic Development Administration Reauthorization Act of 2004 (Public Law 108-373). Criteria for district program functions and funding are found in 13 CFR Part 301 (area eligibility), 302 (district designation), 303 (district planning process) and 306 (planning assistance).

Policy Direction and Interagency Staff Involvement

Economic Development receives policy direction from the EDD Board of Directors.

Summary of Revenues and Expenditures

Summary Revenues & Expenditures	
Revenues:	
EDA Grant	\$200,000
EDD Dues	\$301,000
EDD CARES Carryover	\$0,000
PSRC Local	\$0,000
Total	\$501,000

Expenditures:	
Salaries & Benefits	\$329,000
Overhead	\$149,000
Direct Costs	\$23,000
Consultants	\$0,000
Total	\$501,000

Budget Comparison:	
Supplemental FY 24-25	\$501,000
Sept 23 Amended FY 24-25	\$501,000

FTE Staffing Comparison:	
Supplemental FY 24-25	1.13
Sept 23 Amended FY 24-25	1.13

Summary of Consultants within Economic Development District

Data (Task 400)

Objective

To oversee the development and maintenance of effective data collection, management, and analysis tools to support all PSRC activities including planning, modeling, forecasting, and technical assistance to local jurisdictions.

Sub-Tasks

Sub-Task 1. Data Administration

Manage and administer the Data department work program, including development, schedule, budget, progress and evaluation reports and related documentation. Assure compliance with rules and regulations of funding agencies and PSRC. Administration also includes staff training and education to support effective implementation of the Data work program.

Sub-Task 2. Data/GIS/Model Development and Maintenance

Data and Visualization. PSRC produces and serves as a clearinghouse for an array of regional demographic, housing, land use, economic, transportation, and forecast datasets that form the core data infrastructure supporting the agency's forecasting/modeling efforts and regional planning analyses, as well as local planning by PSRC member agencies. Maintenance and regular updates to these datasets are among the mandated MPO functions that constitute this work sub-task:

- Demographic: Decennial Census, American Community Survey
- Housing: residential building permit estimates, rental data and home sales
- Land Use: parcel/assessor data, future land use dataset
- Economic: employment & wage estimates as well as unemployment data by sector and race/ethnicity
- Transportation: Census Transportation Planning Package (CTPP), household travel survey data, park and ride data, parking inventory data, bicycle & pedestrian counts, truck counts
- Forecast: regional macroeconomic forecast, small area land use projections (Land Use Vision)
- Equity Data: Providing data on racial disparities for housing, economics, demographic, and transportation related datasets.

The Data and Visualization subtask continues the effort to grow staff capacity and expertise in the area of data visualization, including web-mapping and other interactive web-based data tools, visual analytics for modeling systems, and common programming languages (e.g. Python, JavaScript, R) used for data visualization applications.

GIS. This subtask addresses ongoing maintenance and upkeep of PSRC’s geographic information systems, including its associated repositories of geospatial data and analytic tools in a central enterprise geo-database and the agency’s external facing Data Portal.

Modeling. PSRC’s suite of forecasting models are integral to the agency’s planning efforts, supporting analysis of future year land use and travel conditions, whether being used to produce forecast products or to inform policy analysis and plan development. Currently, the agency maintains the following primary models:

- A macroeconomic model of the four-county region
- The UrbanSim land use modeling suite
- A four-step travel demand model known as 4K
- An activity-based travel model known as SoundCast

While the models have seen significant advances in their capabilities, ongoing refinement and improvement remains an agency priority. In FY2024-2025, this work will center on continued improvement to support model improvements post-pandemic with a focus on long-term changes to travel behavior. The focus of travel model updates will continue to be the activity-based travel model. These updates may include but are not limited to:

- Transit modeling
- Updated Base Year to 2023
- Shared Mobility and Technology enhancements
- Work from home
- Visitors Model
- Updating DaySim to ActivitySim as the key household demand and travel component of SoundCast

The UrbanSim land use forecasting tools are currently in operation and have been used for allocating subarea growth for VISION 2050. In FY2024-2025, PSRC staff will continue updating key model for migration to the UrbanSim 2.0 model platform.. This update will also enable faster run times, increased transparency and enhanced collaboration with other users around the country.

Sub-Task 3. Internal Technical Support

This sub-task includes preparation and evaluation of data and analytical products to support internal PSRC planning efforts as opposed to external consumers such as member jurisdictions. Regional growth management, transportation and economic development planning depends on demographic, land use, employment and

transportation data and forecasts on an ongoing basis for policy development and alternatives evaluation.

Data, analysis and forecasting/modeling support for the Regional Transportation Plan fall under this sub-task. The Regional Transportation Plan related analysis will include on-going technical analysis for the implementation of the recently adopted Regional Transportation Plan.

This sub-task also includes ongoing support for the PSRC Performance Trends program. The Performance Trends program integrates planning and data activities and draw resources from all PSRC program areas. The Data team will continue to develop and analyze data to support this program, as well as participate on project teams with other agency staff to develop findings, assess policy implications, and develop Performance Trends products.

Sub-Task 4. External Technical Support

This sub-task includes preparation and dissemination of data, analytical and modeling products and services to support PSRC members, per PSRC's MPO mandates and Interlocal Agreement. PSRC's member agencies, including counties, cities, tribes, ports, transit agencies and WSDOT, rely on PSRC for regional data collection, estimation, forecasting, analysis and modeling support on an ongoing basis. This sub-task also involves outreach and data/modeling coordination efforts through the Land Use Technical Advisory Committee (LUTAC), and Model Users Group (MUG), as well as general support for the agency's Boards and other Committees as needed.

Examples of technical support tasks include responding to data and modeling requests by members, PSRC support for regional data coordination efforts, and online publication of data and analysis and other technical resources. In addition to routine products and services, members may occasionally request assistance with large labor-intensive projects that may involve additional revenues provided by the member agency.

Sub-Task 5. Data Management System Improvements

This task represents the continued implementation of the identified improvements to the management practices and related IT systems that were identified in the Data Management long-term plan. These improvements build off the recently developed central agency database and may include (but is not limited to) the following potential improvement measures:

- Further design and implementation of the agencies central SQL database (Elmer) for both tabular and spatial data
- Continued migration of data and databases to the SQL platform
- On-going development of data catalogs to facilitate data search, access, and dissemination
- In-house staff training on new standards, systems, and practices.

Sub-Task 6. Continuous Household Travel Survey

In FY2014-2015, PSRC initiated a program of continuous household travel survey data collection. The goal is to conduct the survey annually or biannually as budget allows. Historically, PSRC collected household travel survey data every 7-8 years to understand trends in travel behavior and to support modeling, but this continuous approach offers several advantages. One advantage to more continuous collection is that rapidly changing travel trends such as technological shifts can be incorporated into planning and modeling. This approach also allows for better monitoring of transportation changes. Finally, the more frequent surveying approach will reduce initial survey startup efforts since each survey design and analysis phase will occur more often and with a smaller time gap since last survey.

Data produced by the travel survey is used by PSRC and many member agencies to develop models that predict household travel behavior. In addition, the surveys have been used to build household location models used in land use analysis. The continuous survey approach will also provide information for performance measures such as mode choices in regional centers and for before-after studies of infrastructure improvements.

For FY2024-2025, a fifth wave of the survey supported by a budget of \$500,000 for consultant services is planned for implementation with the budget planned for use towards survey design by consultants, administering the survey to a sample of regional residents, and completion of final survey deliverables by consultants in winter 2024/2025, for survey work targeted to begin in spring 2025. This survey will be the second to occur after the impacts of the COVID-19 pandemic have been known for a few years and will provide a further snapshot of how travel behavioral has changed as a result compared to the 2017, 2019, 2021 and 2023 waves of the survey and well as how recovery in travel behavior has occurred relative to the Spring 2021 survey.

Consultant costs include:

- \$500,000 to conduct a fifth wave of PSRC's continuous household travel survey program in spring 2025. It is likely that other member jurisdictions will be purchasing add-on samples for the 2025 survey.

Sub-Task 7. Regional Macroeconomic Forecast

A consultant contract project will be initiated during FY2024 to update the Regional Macroeconomic Forecast for use in future planning efforts including the next Regional Transportation Plan update. An updated final forecast would be published in FY2024 and would include analysis of possible long-term impacts of COVID-19 on long term population and employment growth forecasts for the region.

Direct costs include:

- \$75,000 planned for the full execution of an updated 2050 Macroeconomic forecast.

Sub-Task 8. AMPORF/ActivitySim

PSRC is continuing collaboration with several agencies on state-of-the-practice techniques to improve run time, quality, and usefulness of travel forecasting products. That collaboration began in FY2014-2015 through a contract with the Association of Metropolitan Planning Organization Research Foundation (AMPORF) and that work is planned to continue through FY2024-2025. This work is leading to major improvements that will make their way into PSRC's current activity-based model in subsequent budget periods. These improvements include optimized code, faster run time and improved code readability and ease of use.

Direct costs include:

- \$70,000 for continued collaboration with the AMPORF consortium to support development of future versions of the regional Activity Based Model.

Sub-Task 9. Regional Transportation Plan Performance Dashboard

PSRC adopted a new Regional Transportation Plan in the spring of 2022. As part of the adoption of the Plan, numerous implementation strategies were identified to ensure that the region is addressing its transportation priorities. A key data related work program item identified in the RTP was the creation of a RTP Performance Dashboard. The dashboard will:

- Track a variety of trends related to key subject areas: Climate, Safety, Growth, Transit and Project performance
- Provide updated annual performance trend data that is updated throughout the calendar year as data becomes available
- Will be built within the agencies latest website content management system
- Generate an annual RTP Annual Performance report at the end of each calendar year to summarize key changes to the system.

Performance data from the RTP Performance Dashboard will be shared with the Board throughout the year as part of the on-going PSRC trends program.

Sub-Task 10. Freight Data

In the fall of 2020, freight origin-destination data for both heavy and medium trucks was purchased to enhance the calibration of the SoundCast travel demand model as well as provide observed freight data for technical analysis in the Regional Transportation Plan. For FY2024-2025, updated freight data would be purchased in the summer of 2023 for use in the updated base year of the SoundCast model system and to correspond to updated information post COVID-19 from the Household Travel Survey.

The data collected will help support the development the travel demand forecast models and will be a resource for local planners working on freight delivery issues in their comprehensive planning efforts.

Direct costs include:

- \$50,000 for the purchase of freight data.

Sub-Task 11. COVID-19 Impact Data

COVID-19 has impacted tax revenue, housing markets, travel behavior and shopping habits. It is still too early to know the long-term impacts of these changes, but data is beginning to emerge, and new data will continue to flow as the region continues to emerge from the pandemic long-term. For FY2024-2025, PSRC would look to purchase data that helps us further explain and understand the long-term impacts of COVID-19 on long term forecasts. Data could include traffic counts, rental and housing data, tax revenue and retail behavior.

The data collected will help support the development of travel demand forecast models for future modeling and analysis and will be a resource for local planners working on their comprehensive planning efforts.

Direct costs include:

- \$50,000 for the purchase of COVID-19 related data.

Sub-Task 12. Equity Data

Data to support the agency Equity Work Program, including but not limited to the Equity Dashboard, will require access to data sources that have not traditionally been utilized by MPO's. This sub-task will enable the agency to pursue data sources that help fill in the gaps in our traditional data products to enhance the understanding of how our plans and policies impact and benefit people across the region.

The data collected will help support the development of travel demand forecast models for future modeling and analysis related to racial equity and will be a resource for local planners working on their comprehensive planning efforts.

Direct costs include:

- \$50,000 for the purchase of Equity related data.

Sub-Task 13. Geospatial and Web Mapping Consultant Support

PSRC's Data Management and Visualization efforts have included a desire to increase the web-presence of PSRC data products for use by our member jurisdictions. In FY2022-2023, PSRC staff move forward with the Data Portal project as well as a contract to modernize our GIS infrastructure. Moving forward into FY2024-2025, PSRC can continue implementation of our GIS strategy and continue adapting to the changing landscape of GIS as a software as a service. This project includes representation across the agency and this sub-task provides resources for technical support in the use of the software tools used in the project.

Direct costs include:

- \$20,000 for additional consultant support for GIS online data storage and visualization.

Sub-Task 14. Transit Model Tools

Updates to PSRC modeling capabilities that improve functionality for transit and transit-related modeling will be funded through a grant from the Federal Transit Administration (FTA) known as the FTA 5307 program. Portions of the grant will be spent pursuing continued transit modeling updates. The grant will also be used to enhance ferry modeling capabilities for incorporation into future ferry planning efforts across the region. The results of this work may be useful to the region's ferry operators for their long- and short-range facility, service, and operations planning. Refinements to this work program will be coordinated with transportation operators through the Transportation Operators Committee (TOC).

Unfunded Sub-Tasks

None

Major Milestones and Products

1. Regional Transportation Plan Performance Dashboard (*Winter 2022 then ongoing*)
2. Updated Regional Economic Forecast (*Fall 2023*)
3. Wave five of the Regional Household Travel Survey (*collections begin Spring 2025*)
4. Equity dashboard (*Winter 2022*)
5. Updated Puget Sound Trends (*Ongoing*)

Mandates

This work element provides for the program development, administration, and management of the regional technical assistance, data collection, data maintenance, forecasting, and modeling activities as required by:

1. **Interlocal Agreement for Regional Planning of the Central Puget Sound Area** (Article VII), which requires that, as requested, the agency shall provide technical assistance to local, state, and federal governments through regional data collection and forecasting services, consistent with the mission and functions of the agency; and that a regional database (including demographic, economic, and travel condition data) and modeling capabilities will be established and maintained to support development of the Regional Transportation Plan and VISION 2040.
2. **Regional Transportation Planning Organization legislation** [RCW 47.80], which requires establishment and maintenance of a coordinated planning program for regional transportation systems and facilities, and integrated transportation and comprehensive planning.
3. **Fixing America's Surface Transportation Act (FAST)** [23 CFR Part 450 Subpart C (FHWA) and 49 CFR Part 613, Subpart A (FTA)], which requires a metropolitan planning process that includes the development of a transportation

plan and an integrated multimodal transportation system, including a description of performance measures and targets, as well as the development of a transportation improvement program (TIP).

4. **Federal Clean Air Act** (42 USC Section 7401-7671q) and the **Washington Clean Air Act** [RCW 70.94.37] which legislates federal and state requirements through air quality conformity rules for transportation plans, programs, and projects.

Policy Direction and Interagency Staff Involvement

Policy direction is received from the Executive Board. This work element will also have regular ongoing interactions with the Regional Staff Committee (RSC), Land Use Technical Advisory Committee (LUTAC), and Model Users Group (MUG).

Summary of Revenues and Expenditures

Summary Revenues & Expenditures		Expenditures:	
Revenues:			
FHWA	\$1,642,000	Salaries & Benefits	\$6,564,000
FHWA Local Match	\$256,000	Overhead	\$2,984,000
FHWA Carryover	\$2,584,000	Direct Costs	\$563,000
FHWA Carryover Local Match	\$403,000	Consultants	\$915,000
FTA 5303	\$2,165,000	Total	\$11,026,000
FTA Local Match	\$338,000		
FTA 5303 Carryover	\$439,000		
FTA 5303 Carryover Match	\$69,000		
STBGP	\$1,000,000		
STBGP Local Match	\$156,000		
FTA 5307	\$687,000		
FTA 5307 Local Match	\$172,000		
FTA 5307 Carryover	\$480,000		
FTA 5307 Carryover Match	\$120,000		
Carryover Local	\$150,000		
Local	\$239,000		
Total	\$10,900,000		

Budget Comparison:	
Supplemental FY 24-25	\$10,900,000
Sept 23 Amended FY 24-25	\$11,045,000

FTE Staffing Comparison:	
Supplemental FY 24-25	19.58
Sept 23 Amended FY 24-25	19.58

Summary of Consultants within Data

Sub-Task	Description of Work	Amount
13	GIS and Other Software Modernization	\$ 50,000
6	Regional Household Travel Survey	\$ 500,000
6	Regional Household Travel Survey Carryover	\$ 173,793
6	Regional Household Travel Survey Carryover - Seattle	\$ 91,895
6	Regional Household Travel Survey Carryover - Redmond	\$ 29,780
8	ActivitySim Development	\$ 70,000
	Total Funded Contracts	\$ 915,468
Sub-Task	Description of Work	Amount
	Total Unfunded Contracts	\$ -
	Total Consultant Costs	\$ 915,468

Council Support (Task 500)

Objective

To provide staff assistance to the Puget Sound Regional Council General Assembly, Executive Board, Operations Committee, Economic Development District Board, and member jurisdictions.

Sub-Tasks

1. Provide assistance to the General Assembly.
2. Provide assistance to the Executive Board.
3. Provide assistance to the Operations Committee.
4. Provide support for Executive Committee meetings.
5. Provide assistance to the Economic Development District Board.
6. Establish working relationships with member organizations' elected officials and staff and participate in countywide planning and decision processes.
7. Conduct a regional workshop for newly elected officials.
8. Conduct legislative briefings and develop legislative positions.
9. Participate in the National Association of Regional Council's NARC.
10. Implement an integrated ongoing program to evaluate regional trends and success in effecting the policy objectives, projects, and programs adopted in VISION 2050, the Regional Transportation Plan, and the Regional Economic Strategy.
11. Continued outreach efforts to member jurisdictions and other groups.
12. Organize with PSRC leadership and associated staff the approach to PSRC's Federal Planning Certification Review process, including preparing the response submittal and organizing the site visit. Coordinate PSRC's responses and ensure timely follow up, if there are any actions determined by the federal review team. Document all follow-up action items for the next review.
13. Provide reports to the Executive Board related to conferences and other major events where Executive Board members participate.

Unfunded Sub-Tasks

None

Major Milestones and Products

1. 2024/2025 General Assembly Meetings (Spring 2024, 2025)
2. Regional workshop for newly elected officials (January 2024)

Mandates

This work element supports numerous PSRC functions as required by:

1. **Interlocal Agreement for Regional Planning of the Central Puget Sound Area**, which requires providing information and services to local governments,

state and regional agencies, Indian tribes, community organizations, businesses, individuals, and other interested parties. This work also is mandated by numerous federal and state requirements for public information and involvement.

2. **Fixing America’s Surface Transportation Act (FAST Act)**, which requires that a continuing, cooperative and comprehensive planning process be maintained that results in plans and programs for an integrated intermodal transportation system.

Policy Direction and Interagency Staff Involvement

The Executive Board and General Assembly provide policy direction. The Regional Staff Committee and countywide planning organizations provide interagency staff involvement.

Summary of Revenues and Expenditures

Summary Revenues & Expenditures	
Revenues:	
FHWA	\$568,000
FHWA Local Match	\$89,000
FHWA Carryover	\$922,000
FHWA Carryover Local Match	\$144,000
Carryover Local	\$300,000
Local	\$323,000
Total	\$2,346,000

Expenditures:	
Salaries & Benefits	\$1,236,000
Overhead	\$562,000
Direct Costs	\$248,000
Consultants	\$300,000
Total	\$2,346,000

Budget Comparison:	
Supplemental FY 24-25	\$2,346,000
Sept 23 Amended FY 24-25	\$2,346,000

FTE Staffing Comparison:	
Supplemental FY 24-25	3.25
Sept 23 Amended FY 24-25	3.25

Summary of Consultants within Council Support

All	Strategic Initiatives	\$ 300,000
	Total Funded Contracts	\$ 300,000
	Total Unfunded Contracts	\$ -
	Total Consultant Costs	\$ 300,000

Communications (Task 600)

Objective

To develop effective visual, written and electronic communications materials for the Puget Sound Regional Council's activities and responsibilities; and assist the agency and its staff in reaching out to and effectively involving member jurisdictions, members of the public, and other interests throughout the region in Puget Sound Regional Council activities.

Sub-Tasks

1. Develop and apply Puget Sound Regional Council publication and accessibility standards; assist staff in editing documents and in planning presentations.
2. Prepare and carry out the agency's public participation plan in coordination with regional planning staff providing for public involvement and education as appropriate; coordinate agency's MPO and RTPPO requirements for public involvement. Continuously evaluate the effectiveness of public involvement and outreach strategies and make changes that reflect ongoing analysis of effectiveness. Actively seek public participation on appropriate PSRC committees and task forces. Assist staff in outreach efforts.
3. Design, publish, and coordinate production of newsletters, electronic newsletters, newspaper supplements, brochures, maps, as well as other materials including registration materials and other graphics products as required; prepare visual presentations covering issues and projects
4. Maintain, develop and enhance PSRC's website and online engagement, including social media strategy.
5. Conduct the PSRC's VISION 2050 Awards Program. Continue to actively promote VISION 2050 awards in a variety of media as appropriate.
6. Oversee maintenance of agency mailing lists of community, business, and special interest groups and distribute newsletters and other information materials to these groups as appropriate.
7. Provide information to the public and officials on issues, projects, and agency operations.
8. Assist internal staff communications as appropriate.
9. Create and maintain a brand for the Puget Sound Regional Council; maintain a consistent, high level of quality in all communications via a variety of tools.

10. Coordinate work of vendors for printing, production, reproduction, and mailing of agency products; assist in maintaining vendor files and price lists.
11. Prepare and distribute news releases concerning actions and activities as appropriate.
12. Maintain contacts with the news media; arrange/coordinate press interviews and conferences with local officials and staff as appropriate; monitor press coverage.
13. Work with Federal Transit Administration and Federal Highway Administration staff to assure that the agency's public participation plan and public involvement strategies meet and exceed federal guidance relating to engaging underserved (minority and low income) communities, engaging people with limited English proficiency, individuals with disabilities, and tribes. Continuously evaluate the effectiveness of strategies and make changes, as needed, to the agency's plan.

Unfunded Sub-Tasks

None

Major Milestones and Products

1. Maintain and continuously improve agency website (*Ongoing*)
2. Write and post news updates on PSRC's website. (*Ongoing*)
3. Engage the public through digital outreach, including social media advertising and email marketing and electronic newsletters. (*Ongoing*)
4. Maintain, improve and implement the agency's Public Participation Plan (*Ongoing*)
5. Awards program (*Ongoing*)
6. Ongoing support for all of the initiatives identified in the agency's budget and work program including: the Regional Transportation Plan, Regional Economic Strategy, VISION 2050 implementation, Regional Housing Strategy and data and performance trends (*Ongoing*)

Mandates

This work element helps the Puget Sound Regional Council meet the federal, state and local requirements for consultation, coordination and public participation, including the following laws:

1. **Infrastructure Investment and Jobs Act (IIJA)** requires that a continuing, cooperative and comprehensive planning process be maintained that results in plans and programs for an integrated intermodal transportation system.
2. **Title VI of the Civil Rights Act of 1964** requires that transportation planning and programming be nondiscriminatory on the basis of race, color, national origin or disability. The fundamental principles of environmental justice include:
 - Avoiding, minimizing or mitigating disproportionately high and adverse health or environmental effects on minority and low-income populations
 - Ensuring full and fair participation by all potentially affected communities in

- the transportation decision-making process
 - Preventing the denial, reduction or significant delay in the receipt of benefits by minority populations and low-income communities
- 3. **State Environmental Policy Act (SEPA), RCW 43.21C** uses SEPA to guide its environmental review for key decision making. SEPA rules adopted by the Puget Sound Regional Council require that whenever PSRC issues a Declaration of Non-Significance (DNS) under WAC 197-11-360-(3), PSRC will give public notice.
- 4. **State Growth Management Act (GMA), RCW 36.70A**
For the development and adoption of multicounty policies under the GMA, the PSRC will comply with GMA procedures that apply to countywide planning policies, including "a public hearing or public hearings on the proposed policies," [RCW 36.70A.210 (2)(e)] with appropriate public notification and participation. The public notification and procedures will include, as required by the GMA, "broad dissemination of proposals and alternatives, opportunity for written comments, public meetings after effective notice, provision for open discussion, communication programs, information services, and consideration of and response to public comments." [RCW 36.70A.140]
- 5. **Washington State Open Public Meetings Act, RCW 42.30**
All PSRC committee and board meetings are open to the public, and public comment periods are provided during each regular meeting. Board chairs may limit comment periods as needed. PSRC streams Executive Board, Transportation Policy Board, Growth Management Policy Board, and Economic Development Board meetings live on its website.
- 6. **Public Records Act, RCW 43.56**
Anyone may request to view PSRC records for any reason (although Washington state places some limits on how certain records may be used, including but not limited to prohibiting using lists of individuals for commercial purposes [RCW 42.56.070(9)] and prohibiting using lists of persons to promote election of persons or for promotion or opposition of ballot measures [RCW42.17.130]). PSRC's Public Records Officer may be reached via PSRC's website (<https://www.psrc.org/contact-center/information-center/public-records-request>), phone (206-464-7532) or email (amarkley@psrc.org). All public records requests are answered within five business days.

Policy Direction and Interagency Staff Involvement

Policy direction comes from the General Assembly and the Executive Board. Interagency staff involvement occurs as needed.

Summary of Revenues and Expenditures

Summary Revenues & Expenditures	
Revenues:	
FHWA	\$1,351,000
FHWA Local Match	\$211,000
FHWA Carryover	\$221,000
FHWA Carryover Local Match	\$35,000
Carryover Local	\$986,000
Local	\$3,000
Total	\$2,807,000

Expenditures:	
Salaries & Benefits	\$1,677,000
Overhead	\$762,000
Direct Costs	\$83,000
Consultants	\$285,000
Total	\$2,807,000

Budget Comparison:	
Supplemental FY 24-25	\$2,807,000
Sept 23 Amended FY 24-25	\$2,808,000

FTE Staffing Comparison:	
Supplemental FY 24-25	5.47
Sept 23 Amended FY 24-25	6.47

Summary of Consultants within Communications

Sub-Task	Description of Work	Amount
All	On-Call Communications and Outreach Support	\$ 175,000
	Total Funded Contracts	\$ 175,000
	Total Consultant Costs	\$ 175,000

Administrative Services (Task 900)

Objective

To develop and maintain an effective and responsive administrative program for the Puget Sound Regional Council that includes administering the budget and work program, and supporting the agency's legal, personnel, contractual, computer operations, Information Center, office management, graphic design operations, mail and copy center, purchasing, and financial duties.

Sub-Tasks

Sub-Task 1. Program Development and Management

- a. Prepare and adopt administrative recommendations that improve the operational relationship of the Regional Council with members, businesses, community organizations, and the public.
- b. Develop and prepare the two-year budget, detailed project milestones, progress reports, dues schedule, and related documentation.
- c. Provide internal administrative support services, including all aspects of human resource management such as recruitment, staff assignment and evaluation; develop and process interagency agreements; manage consultant selection, contract negotiation, and contract performance; and assure agency compliance with appropriate rules, regulations, and conditions.

Sub-Task 2. Administration, Legal and Financial Management

- a. Monitor contracts with federal and state agencies; ensure agency compliance with regulations; and maintain liaison with federal, state, and local officials and state auditors.
- b. Manage outside legal support service required by the Regional Council, including such activities as drafting and/or reviewing all agency legal documents, and overseeing legal counsel to ensure the Regional Council carries out the role and responsibility as the designated Metropolitan Planning Organization and Regional Transportation Planning Organization under federal and state law.
- c. Review and analyze proposed state and federal legislation and regulations affecting Regional Council responsibility.
- d. Facilitate process, preparation and amendments of the agency's two-year operating budget and work program.
- e. Prepare, monitor, and report financial operations, including organizational cash flow, disbursement of payments to contractors, and investment of agency funds.
- f. Maintain and implement the agency's personnel, recruitment, compensation and training programs, the agency's Employee Handbook and Affirmative Action Plan, and prepare and implement organizational and leadership continuity plan for PSRC.

- g. Coordinate Title VI reporting, including actions in response to FHWA and FTA's certification report.

Note: Consultant Costs of \$78,000 will be used for HR support, \$157,000 for Legal support, and \$146,000 for accounting services. \$16,000 of consultant services will also be needed for the PSRC's continuity planning.

Sub-Task 3. Technology and Information Systems

PSRC's information systems function provides and maintains the computer server, network, and desktop infrastructure as well as electronic technology for the five meeting rooms and the board room. The latter includes audio and video conferencing, live webcasting, and digital multimedia presentation facilities. The agency maintains a Technology Plan which sets forth agency technology strategies and goals. The goal of this work task is to maximize the efficiency of PSRC staff efforts and communication with our member agencies and with the public.

Most tasks are ongoing. Consultant costs of \$180,000 will go toward network services and maintenance and audio-visual systems support as well as installing services in new office location.

Sub-Task 4. Information Center

- a. Outreach and Public Service Activities
 - Answer reference questions about the agency and its products for members and the public.
 - Make agency products accessible for public review.
 - Support outreach activities and distribute agency products.
 - Respond to Public Records Act requests.
- b. Council and Staff Support
 - Support the work of staff by responding to requests for information and conducting research.
 - Serve as a parliamentary resource.
 - Assist with proofreading and editing agency products.
- c. Technology Support
 - Assist with the agency's social media program and track web and social media statistics.
 - Manage and maintain the agency's intranet.
 - Maintain the agency website.
 - Support staff use of technology by training, troubleshooting, and providing information about tools and shortcuts.
- d. Management of Collection and Agency Products
 - Acquire and manage reference materials and subscriptions.
 - Develop and maintain databases for reference materials and agency products.
 - Digitize older PSRC reports.
- e. Planning and Implementation of Agency's Records Management Program.
 - Follow state records retention schedules and disposition of obsolete records.
 - Oversee removal of noncurrent records from active office storage.

- Transfer historically valuable records to the State Archives system.
- Support staff records management activities.
- Maintain records databases.

Sub-Task 5. Facilities

The agency has executed a lease effective January 2024 for new office space. Significant planning work will be needed to ensure the new space meets staff and board's needs, including ordering and installing new furniture, ordering and installing audio-visual equipment for its board and meeting rooms, and design elements including paint and graphics for the office. The Agency has secured consultant support for assessing its new furniture and audio-visual equipment needs. Staff will be archiving, storing, or taking appropriate actions to document destruction of old paper records as necessary. Finally, the Agency will be retaining movers to assist in moving the existing furniture and equipment that will be reused in the new office.

Sub-Task 6. Graphics

- a. Provide ongoing graphics support for Agency.
 - Maintain agency's visual brand, including designing logo, letterhead, and templates for agendas and presentations
 - Design and produce agency reports and other publications
 - Develop and maintain digital library of photos for agency use
 - Design and order staff business cards, office name plates and update organization charts for agency
 - Develop plaques and awards for agency
- b. Plan, implement, and maintain the agency website and social media presence
 - Support maintenance and plan improvements to the website
 - Provide support for maintaining accessibility of agency's electronic publications
 - Design charts, infographics and other visuals for agency's website, social media and email campaigns
- c. Provide support for agency meetings and events
 - Advise staff on room set-up
 - Design and produce materials for meetings, including nametags, signs, and handouts.

Sub-Task 7. Maintain PSRC Website

PSRC maintains an active and extensive website that supports of all areas of the agency's work program and public participation efforts. The website provides essential information about programs and plans to the public and resources to PSRC's membership. It also offers information on regional decision making through agendas,

updates, and livestreaming of board meetings. Recognizing the importance of the tool, PSRC seeks to continuously improve and enhance its website and related tools.

Unfunded Sub-Tasks

None

Major Milestones and Products

1. Prepare Supplemental FY2024-2025 Budget (Fall 2022)
2. Prepare FY2026-2027 Biennial Budget and Work Program (Spring 2024)
3. Coordinate annual audit with State Auditor’s Office (Winter 2023/2024)

Mandates

This work element provides for the program development, administration and management of the Executive and Administrative Services required by:

1. **Interlocal Agreement for Regional Planning of the Central Puget Sound Area**, which requires providing information and services to local governments, state and regional agencies, Indian tribes, community organizations, businesses, individuals, and other interested parties. This work also is mandated by numerous federal and state requirements for public information and involvement.
2. **Fixing America’s Surface Transportation Act (FAST Act)**, which requires that a continuing, cooperative and comprehensive planning process be maintained that results in plans and programs for an integrated intermodal transportation system.

Policy Direction and Interagency Staff Involvement

None

Summary of Revenues and Expenditures

Summary Expenditures	
Expenditures:	
Salaries & Benefits	\$4,012,000
Overhead	\$0,000
Direct Costs	\$3,482,000
Consultants	\$769,000
Total	\$8,263,000

Budget Comparison:	
Supplemental	
FY 24-25	\$8,263,000
Sept 23 Amended	
FY 24-25	\$8,263,000

FTE Staffing Comparison:	
Supplemental	
FY 24-25	12.93
Sept 23 Amended	
FY 24-25	13.99

Summary of Consultants within Administrative Services

Sub-Task	Description of Work	Amount
2	HR Support	\$ 95,000
2	Legal Support	\$ 225,000
2	Accounting Support	\$ 147,000
3	Network Support	\$ 180,200
	Total Funded Contracts	\$ 647,200
	Total Consultant Costs	\$ 647,200

Appendix A

Puget Sound Regional Council Committee Structure

PSRC Organization Resolution

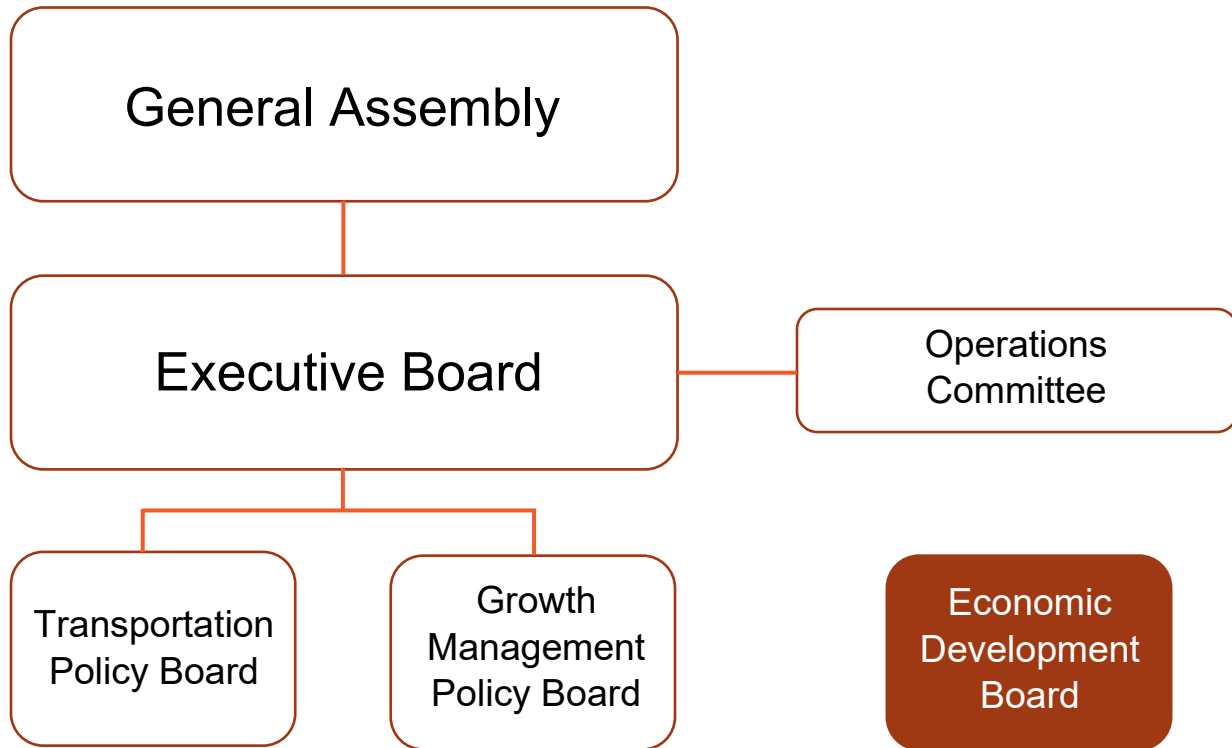
PSRC Organization Chart

Position Summary Schedule

Committee Structure



Puget Sound Regional Council





RESOLUTION NO. PSRC-EB-2015-01

**A RESOLUTION of the Puget Sound Regional Council
Confirming the Council's Organizational Status**

WHEREAS, a regional planning agency now known as the Puget Sound Regional Council (PSRC) was organized in 1956 as the "Puget Sound Regional Planning Conference" by resolution of King, Kitsap, Pierce and Snohomish Counties. The entity changed its name to the "Puget Sound Governmental Conference" in 1958. Several cities within those counties soon joined the entity, which in 1965 was reorganized consistent with changes in state law. In 1975 it was again reorganized as the "Puget Sound Council of Governments," and in 1991 as the "Puget Sound Regional Council." In 1993 the current "Interlocal Agreement for Regional Planning in the Central Puget Sound Area" was executed.

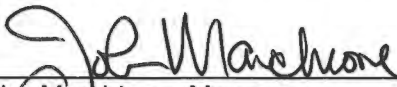
WHEREAS, because of the various formal arrangements under which the PSRC has operated for nearly sixty years, and because of the variety of tasks the PSRC performs under applicable law, it is appropriate to confirm the PSRC's multiple sources of legal authority and responsibilities.

NOW THEREFORE BE IT RESOLVED that the Puget Sound Regional Council confirms that it draws its membership, exercises its authority, and carries out its responsibilities pursuant to a variety of statutes, including without limitation:

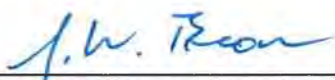
1. Chapter 39.34 RCW (Interlocal Cooperation Act);
2. RCW 36.64.080-.110 (Joint Governmental Activities);
3. RCW 36.70.060 (Regional Planning Commissions);
4. Chapter 47.80 RCW (Regional Transportation Planning Organizations);
5. Chapter 36.70A RCW (Growth Management Act);
6. RCW 36.01.085 (County Economic Development Activities)
7. RCW 35.21.703 (City Economic Development Activities);
8. 23 U.S.C. §§134-135 (Metropolitan Planning Organizations);
9. RCW 35.21.660-670, RCW 35A.35.020 (Model Cities);
10. RCW 35.21.730-.755 (Federally-assisted Programs, Projects, and Activities); and
11. RCW 35.63.070 (Regional Planning Commissions)
12. 42 USC 3121, 42 USC 3211; 13 CFR 302 & 304 (Public Works and Economic Development Act of 1965)

BE IT FURTHER RESOLVED that all acts of the Puget Sound Regional Council, its officers, and employees consistent with the provisions of this resolution are ratified and confirmed.

ADOPTED by the Executive Board this 23 day of July, 2015.

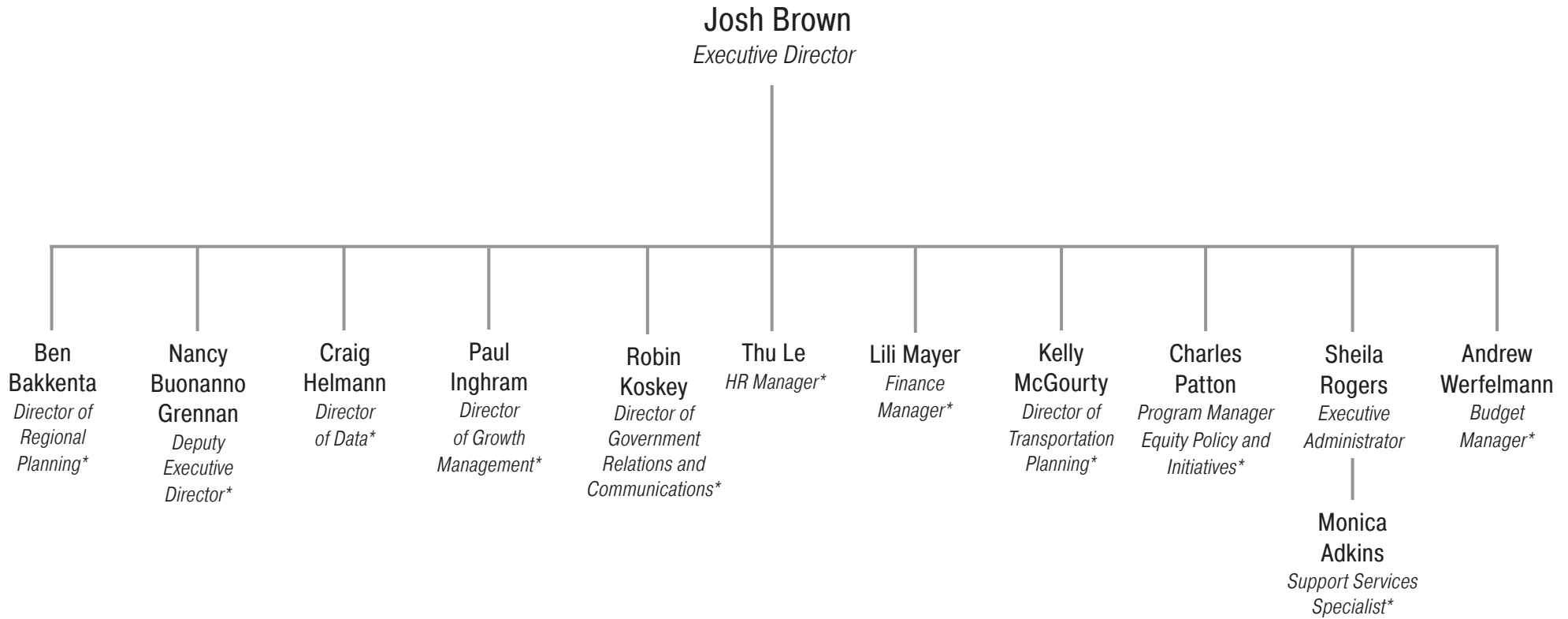


John Marchione, Mayor
City of Redmond
President, Puget Sound Regional Council

ATTEST: 

Josh Brown, Executive Director

Management Team



FTE = 2

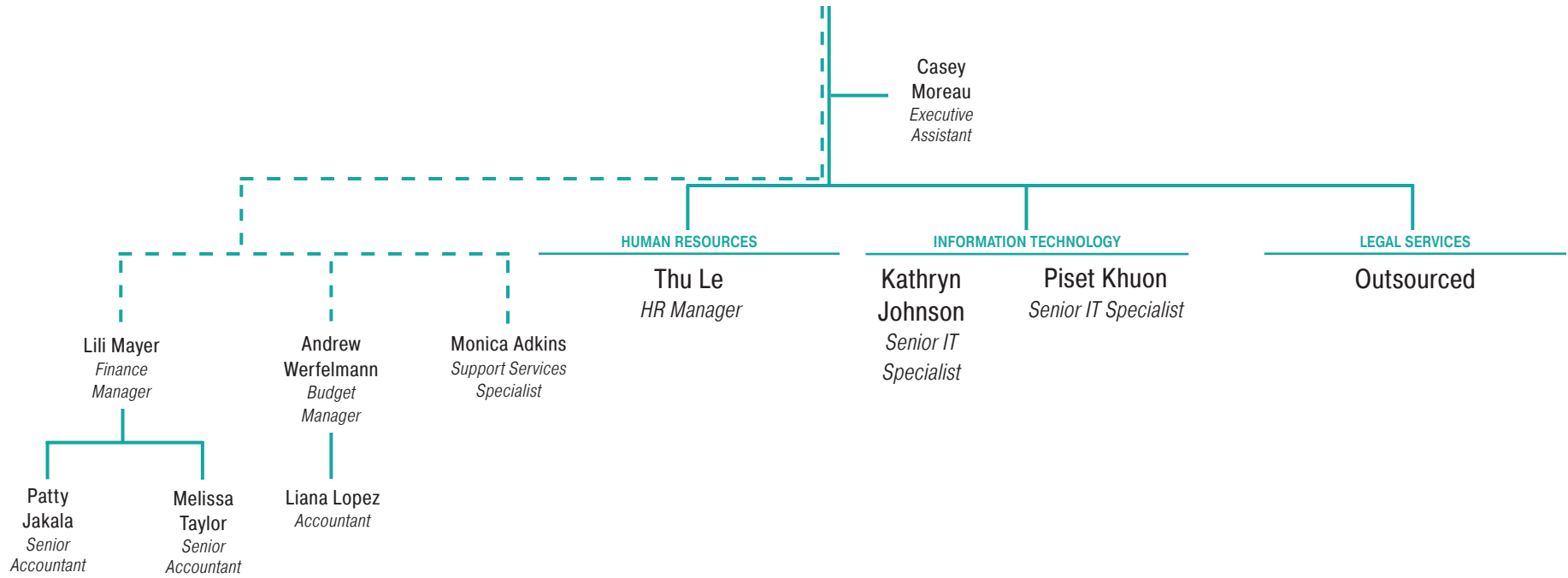
* Counted in other department
Appendix A

FY2024-2025 Biennial Budget and Work Program



Administrative Services

Nancy Buonanno Grennan
Deputy Executive Director



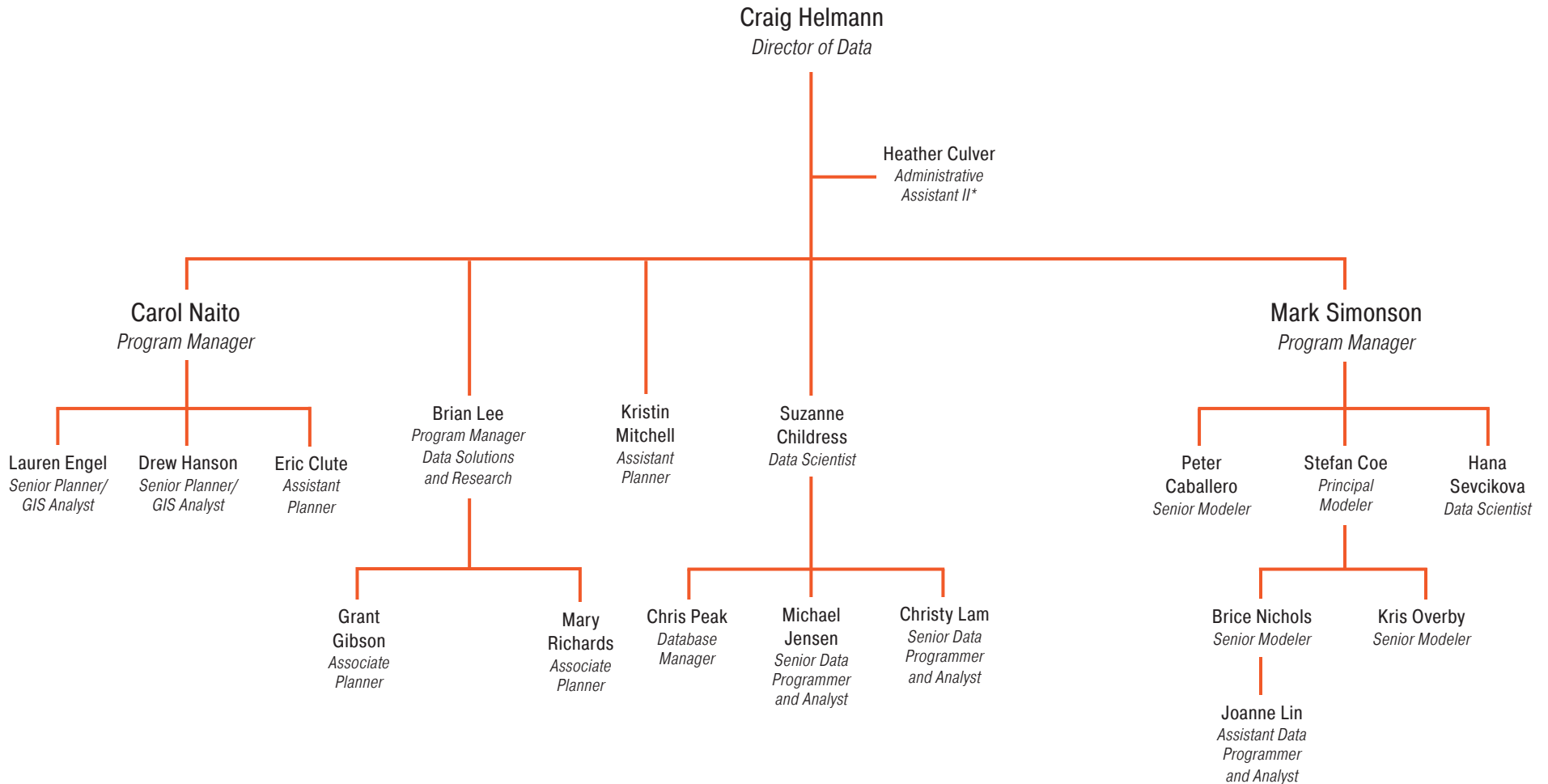
FTE = 11

- - - indirect report
Appendix A

FY2024-2025 Biennial Budget and Work Program



Data



FTE = 20

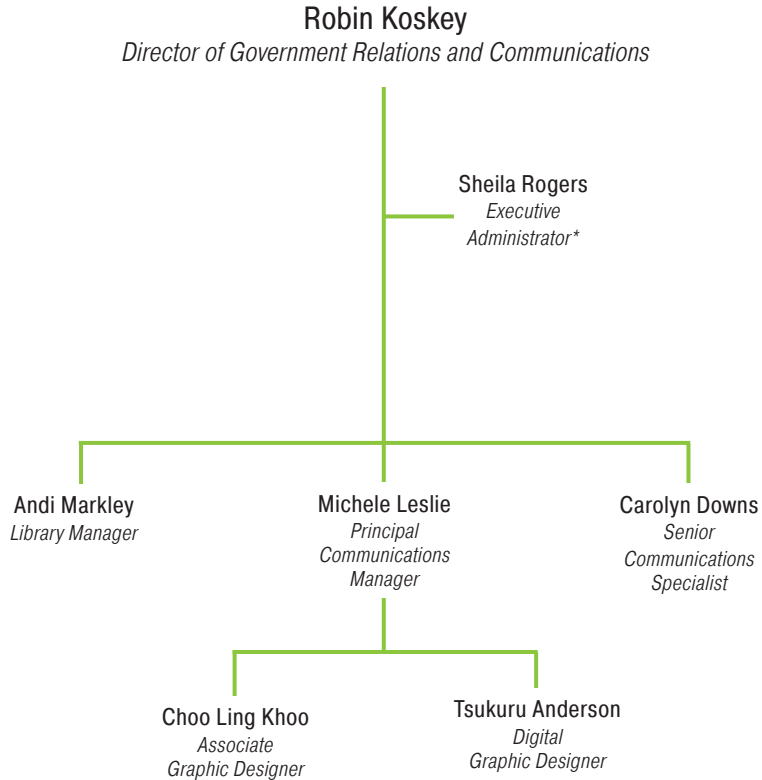
Part-Time = 1

* Counted in other department
Appendix A

FY2024-2025 Biennial Budget and Work Program



Communications



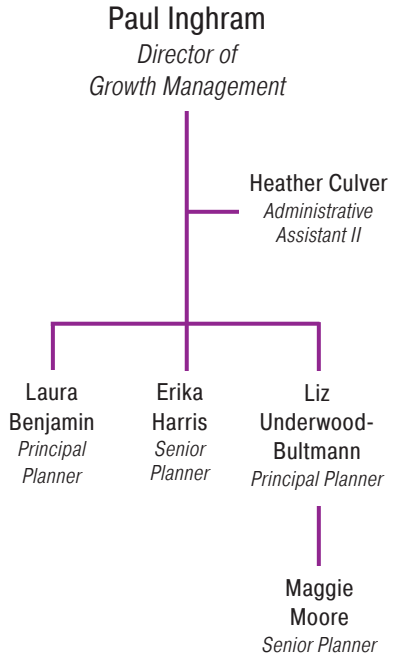
FTE = 6

* Counted in other department
Appendix A
FY2024-2025 Biennial Budget and Work Program

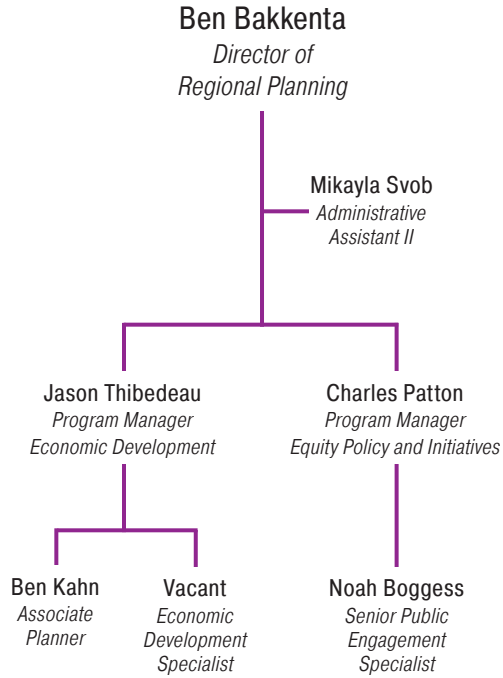


Planning

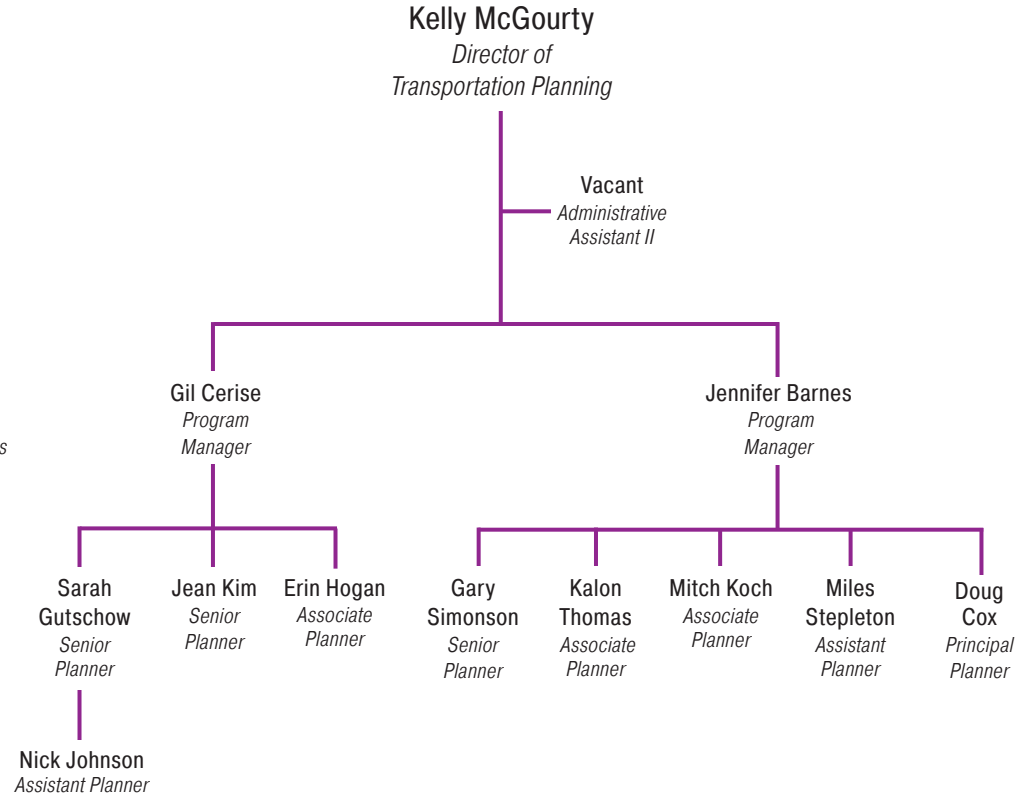
GROWTH MANAGEMENT DIVISION



REGIONAL PLANNING DIVISION



TRANSPORTATION PLANNING DIVISION



Position Summary Schedule

Position	2020-2021 Budget	2022-2023 Budget	2024-2025 Budget
Planning			
Administrative Assistant II	2.4	2.0	2.8
Assistant Planner	2.0	2.0	3.7
Associate Planner	4.0	4.0	5.0
Associate Economic Planner	-	-	1.0
Data Technician	1.0	1.0	1.0
Director of Government Relations & Communications	0.1	-	-
Director of Growth Management	1.0	1.0	1.0
Director of Regional Planning	0.9	0.9	0.9
Director of Transportation Planning	1.0	1.0	1.0
Executive Assistant	0.3	0.2	0.3
Executive Director	0.4	0.4	0.3
Principal Economic Development Manager	0.3	0.3	0.7
Principal Planner	4.0	4.0	2.0
Program Manager	-	-	1.0
Senior Economic Policy Analyst	0.4	0.4	-
Senior Planner	7.0	7.0	5.0
Senior Transportation Analyst	1.0	1.0	1.0
Total	25.8	25.2	26.7
Economic Development District			
Administrative Assistant II	0.1	0.1	0.2
Assistant Planner	-	-	0.3
Associate Planner	-	-	0.3
Director of Regional Planning	0.1	0.1	0.1
Prinicpal Economic Development Manager	0.5	0.5	0.2
Senior Economic Policy Analyst	0.6	0.6	-
Total	1.3	1.3	1.1
Data			
Administrative Assistant II	0.3	0.3	0.3
Assistant Planner	-	-	4.0
Associate Modeler	1.0	1.0	-
Associate Planner/GIS Analyst	1.0	1.0	1.0
Data Scientist	0.5	0.5	0.5
Director of Data	1.0	1.0	1.0
Principal Modeler	2.0	2.0	2.0
Principal Planner	1.0	1.0	-
Program Manager	1.8	1.8	3.0
Senior GIS Analyst	0.1	0.1	1.0
Senior Data Manager	1.0	1.0	1.0
Senior Modeler	3.0	3.0	3.0
Senior Planner	5.0	5.0	2.0
Senior Planner/GIS Analyst	1.0	1.0	1.0
Total	18.7	18.7	19.8

Council Support

Administrative Assistant II	-	0.8	-
Associate Graphic Designer	0.3	0.4	-
Chief Financial Officer	0.3	0.3	-
Deputy Executive Director	0.5	0.5	0.5
Executive Assistant	1.5	1.5	1.5
Executive Director	0.3	0.3	0.3
Principal Economic Development Manager	0.2	0.2	-
Senior Economic Policy Analyst	0.1	0.1	-
Senior Graphics Designer	0.3	0.4	0.8
Total	3.5	4.5	3.1

Communications

Administrative Assistant II	-	-	1.0
Associate Communications Specialist	-	-	1.0
Associate Graphic Designer	0.5	0.4	-
Director of Government Relations & Communications	0.9	1.0	1.0
Digital Communications Librarian	0.3	0.4	-
Librarian	0.3	0.4	-
Library Manager	-	-	0.4
Principal Communications Manager	-	-	1.0
Senior Communications & Public Involvement Coordinator	1.0	1.0	-
Senior Communications Specialist	1.0	1.0	0.4
Senior Graphic Designer	0.3	0.4	0.8
Total	4.3	4.6	5.6

Administrative Services

Accountant	0.3	1.0	2.0
Accounting Manager	0.7	1.0	-
Administrative Assistant II	0.2	0.2	1.0
Assistant IT Support Specialist	1.0	1.0	1.0
Associate Graphic Designer	0.2	0.2	-
Budget Manager	-	-	1.0
Chief Financial Officer	0.7	0.7	-
Deputy Executive Director	0.5	0.5	0.5
Digital Communications Librarian	0.7	0.6	-
Executive Assistant	0.2	0.2	0.2
Executive Director	0.3	0.3	0.3
Finance Manager	-	-	1.0
HR Manager	1.0	1.0	1.0
IT & Facilities Manager	1.0	1.0	1.0
Librarian	0.7	0.6	-
Library Manager	1.0	1.0	0.7
Receptionist/Administrative Services Coordinator	1.0	1.0	-
Senior Accountant	2.3	2.0	1.3
Senior Communications Specialist	-	-	0.7
Senior Graphics Designer	0.4	0.2	0.4
Senior IT Specialist	1.0	1.0	1.0
Total	13.2	13.5	13.1

PSRC Total	66.7	67.9	69.3
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Appendix B

Puget Sound Regional Council FY2024 and FY2025 Dues Assessment

PSRC Financial & Budgetary Policies

FTA FY2017 Cost Allocation Plan Review Approval

PSRC FY2023 Cost Allocation Plan

**COMBINED PSRC AND CPSEDD
DUES FOR FY2024-2025**

	Actual FY2024			Estimated FY2025			FY24-25 Total
	PSRC FY2024 DUES	*CPSEDD FY2024 DUES	Total FY2024 Dues	PSRC FY2025 DUES	*CPSEDD FY2025 DUES	Total FY2025 Dues	Total FY2024-2025 Dues
UNINCORPORATED COUNTIES							
King	95,714	8,401	104,115	99,543	8,737	108,280	212,394.60
Kitsap	56,301	4,942	61,243	58,553	5,140	63,693	124,936
Pierce	135,330	11,878	147,208	140,743	12,353	153,096	300,304
Snohomish	129,319	11,350	140,669	134,492	11,804	146,296	286,965
TOTAL COUNTIES	416,664	36,571	453,235	433,331	38,034	471,364	924,599

CITY MEMBERSHIPS

Algona	687	61	748	715	63	778	1,526
Arlington	6,917	607	7,524	7,194	631	7,825	15,349
Auburn*	27,390	2,404	29,794	28,486	2,500	30,986	60,780
Bainbridge Island	12,598	1,106	13,704	13,102	1,150	14,252	27,956
Beaux Arts	253	22	275	263	23	286	561
Bellevue	89,823	7,884	97,707	93,416	8,199	101,615	199,322
Black Diamond	2,544	223	2,767	2,646	232	2,878	5,645
Bonney Lake	7,321	643	7,964	7,614	669	8,283	16,247
Bothell*	20,507	1,800	22,307	21,327	1,872	23,199	45,506
Bremerton	11,981	1,052	13,033	12,460	1,094	13,554	26,587
Buckley	1,713	150	1,863	1,782	156	1,938	3,801
Burien	16,218	1,423	17,641	16,867	1,480	18,347	35,988
Carnation	687	61	748	715	63	778	1,526
Clyde Hill	687	61	748	715	63	778	1,526
Covington	6,794	596	7,390	7,066	620	7,686	15,076
Darrington	444	39	483	462	41	502	985
Des Moines	10,192	895	11,087	10,600	931	11,530	22,617
Du Pont	3,445	302	3,747	3,583	314	3,897	7,644
Duvall	3,153	277	3,430	3,279	288	3,567	6,997
Eatonville	687	61	748	714	63	778	1,526
Edgewood	4,532	398	4,930	4,713	414	5,127	10,057
Edmonds	17,671	1,551	19,222	18,378	1,613	19,991	39,213
Enumclaw	4,101	360	4,461	4,265	374	4,639	9,100
Everett	37,780	3,316	41,096	39,291	3,449	42,740	83,836
Federal Way	29,617	2,599	32,216	30,802	2,703	33,505	65,721
Fife	4,413	387	4,800	4,590	402	4,992	9,792
Fircrest	2,250	197	2,447	2,340	205	2,545	4,992
Gig Harbor	5,364	471	5,835	5,579	490	6,068	11,903
Granite Falls	1,414	124	1,538	1,471	129	1,600	3,138
Hunts Point	687	61	748	715	63	778	1,526
Issaquah	18,842	1,654	20,496	19,596	1,720	21,316	41,812
Kenmore	9,547	838	10,385	9,929	872	10,800	21,185
Kent	45,705	4,011	49,716	47,533	4,171	51,705	101,421
Kirkland	47,943	4,208	52,151	49,861	4,376	54,237	106,388
Lake Forest Pk	5,587	490	6,077	5,810	510	6,320	12,397
Lake Stevens	13,026	1,143	14,169	13,547	1,189	14,736	28,905
Lakewood	18,683	1,640	20,323	19,430	1,706	21,136	41,459
Lynnwood	13,977	1,227	15,204	14,536	1,276	15,812	31,016
Maple Valley	9,740	855	10,595	10,130	889	11,019	21,614
Marysville	22,193	1,948	24,141	23,081	2,026	25,107	49,248
Medina	687	61	748	715	63	778	1,526
Mercer Island	18,687	1,640	20,327	19,434	1,706	21,140	41,467
Mill Creek	8,200	720	8,920	8,528	749	9,277	18,197
Milton*	2,632	231	2,863	2,737	240	2,978	5,841
Monroe	6,659	585	7,244	6,925	608	7,534	14,778
Mountlake Terrace	7,683	674	8,357	7,990	701	8,691	17,048
Mukilteo	8,649	759	9,408	8,995	789	9,784	19,192
Newcastle	6,203	544	6,747	6,451	566	7,017	13,764
Normandy Park	2,742	241	2,983	2,852	251	3,102	6,085
North Bend	3,308	290	3,598	3,440	302	3,742	7,340
Orting	2,538	223	2,761	2,640	232	2,871	5,632
Pacific*	2,147	188	2,335	2,233	196	2,428	4,763
Port Orchard	5,127	450	5,577	5,332	468	5,800	11,377
Poulsbo	4,046	355	4,401	4,208	369	4,577	8,978
Puyallup	14,242	1,250	15,492	14,812	1,300	16,112	31,604
Redmond	38,551	3,384	41,935	40,093	3,519	43,612	85,547
Renton	37,809	3,318	41,127	39,321	3,451	42,772	83,899

**COMBINED PSRC AND CPSEDD
DUES FOR FY2024-2025**

	Actual FY2024			Estimated FY2025			FY24-25 Total
	PSRC FY2024 DUES	*CPSEDD FY2024 DUES	Total FY2024 Dues	PSRC FY2025 DUES	*CPSEDD FY2025 DUES	Total FY2025 Dues	Total FY2024-2025 Dues
Roy	221	19	240	230	20	250	490
Ruston	470	41	511	489	43	531	1,042
Sammamish	34,484	3,027	37,511	35,863	3,148	39,011	76,522
SeaTac	10,794	947	11,741	11,226	985	12,211	23,952
Seattle	335,428	29,440	364,868	348,845	30,618	379,463	744,331
Shoreline	21,306	1,870	23,176	22,158	1,945	24,103	47,279
Skykomish	60	5	65	62	5	68	133
Snohomish	3,480	305	3,785	3,619	317	3,936	7,721
Snoqualmie	6,056	531	6,587	6,298	552	6,850	13,437
Stanwood	2,610	229	2,839	2,714	238	2,953	5,792
Steilacoom	2,232	196	2,428	2,321	204	2,525	4,953
Sultan	1,981	174	2,155	2,060	181	2,241	4,396
Sumner	5,075	445	5,520	5,278	463	5,741	11,261
Tacoma	67,973	5,966	73,939	70,692	6,205	76,897	150,836
Tukwila	9,805	861	10,666	10,197	895	11,093	21,759
University Place	10,983	964	11,947	11,422	1,003	12,425	24,372
Wilkeson	141	12	153	147	12	159	312
Woodinville	6,581	578	7,159	6,844	601	7,445	14,604
Woodway	687	61	748	715	63	778	1,526
Yarrow Point	687	61	748	715	63	778	1,526
TOTAL CITIES	1,228,077	107,790	1,335,867	1,277,202	112,099	1,389,302	2,725,169
INDIAN TRIBE MEMBERS*							
The Suquamish Tribe	687	61	748	715	63	778	1,526
Muckleshoot Indian Tribal Council	687	61	748	715	63	778	1,526
The Tulalip Tribes	687	61	748	715	63	778	1,526
Puyallup Tribe of Indians	687	61	748	715	63	778	1,526
TOTAL INDIAN MEMBERS	2,747	243	2,992	2,859	252	3,112	6,104
TOTAL COUNTY, CITIES & INDIAN TR	1,647,487	144,603	1,792,094	1,713,392	150,386	1,863,778	3,655,872
ASSOCIATE MEMBERS							
Island County	687	-	687	715	-	715	1,402
Puget Sound Partnership	687	61	748	715	63	778	1,526
Thurston Regional Planning Council	687	61	748	715	63	778	1,526
University of Washington	687	61	748	715	63	778	1,526
Alderwood Water & Wastewater District	687	61	748	715	63	778	1,526
Cascade Water Alliance	687	61	748	715	63	778	1,526
Washington State University	687	61	748	715	63	778	1,526
TOTAL ASSOCIATE MEMBERS	4,807	363	5,175	5,004	379	5,382	10,558
STATUTORY MEMBERS							
Port of Bremerton	5,656	496	6,152	5,883	516	6,399	12,551
Port of Seattle	85,674	7,523	93,197	89,101	7,824	96,924	190,121
Port of Tacoma	51,407	4,513	55,920	53,464	4,694	58,157	114,077
Port of Everett	17,135	1,504	18,639	17,821	1,564	19,385	38,024
State Transp. Commission	8,569	751	9,320	8,912	781	9,693	19,013
TOTAL STATUTORY MEMBERS	168,441	14,788	183,228	175,179	15,379	190,558	373,787
TOTAL DUES	1,820,736	159,754	1,980,497	1,893,575	166,143	2,059,718	4,040,216

Dues are calculated annually based on the most recent OFM population, and assessed values.
The amounts listed above are merely estimates and are not guaranteed.

Note: As stated in our Financial and Budgetary Policies "Each biennium, while developing the revenue and expenditure assumptions for the next biennial budget and work program, PSRC will reassess the need for a dues increase."

This budget provides for a 4% increase for Fiscal Years 2024 & 2025.

*EDD membership dues have been collected from PSRC membership since 2005 to support Economic Development function.

**PUGET SOUND REGIONAL COUNCIL
TRANSIT OPERATORS DUES ASSESSMENT
FOR THE FISCAL YEARS 2024-2025**

Transit Operator	Actual FY2024 Dues	Estimated FY2025 Dues	FY 2024-2025 Total Dues
Sound Transit**	265,491	276,111	541,602
King County-Metro Transit***	186,121	193,566	379,687
Pierce Transit*	47,979	49,898	97,877
Community Transit*	52,581	54,684	107,265
Everett Transit****	9,053	9,415	18,468
Kitsap Transit*	22,451	23,349	45,800
Total Transit Dues	583,676	607,023	1,190,699

Dues are calculated annually based on the service population.

*Source: OFM.WA.GOV - Population - Special Area - 2022 Population Estimates of Public Transportation Benefit Area

**Source: Sound Transit - as agreed by Transit Operators Committee February 2017

***Source: OFM.WA.GOV - Population - April 1, 2022 Population of cities, towns, and counties - King County

****Source: OFM.WA.GOV - Population - April 1, 2022 Population of cities, towns, and counties - City of Everett

Note: As stated in our Financial and Budgetary Policies "Each biennium, while developing the revenue and expenditure assumptions for the next biennial budget and work program, PSRC will reassess the need for a dues increase." This budget provides for a 4% increase for both Fiscal Years 2024 and 2025.

Actual Dues may vary based on future updates to population information.

PSRC FINANCIAL & BUDGETARY POLICIES

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

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

FINANCIAL & BUDGETARY PLANNING POLICIES

1. **Balanced Budget Policy**

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

2. **Budgeted Carryover**

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

3. **Budgetary Authority**

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

- Directors will have the flexibility to transfer budgetary amounts from one sub-task to another within a task provided the amount transferred does not exceed 10% of the total biennial budget.
- The Executive Director will have authority to transfer budgetary amounts between tasks provided that the amount transferred does not exceed 10% of the total biennial budget.
- The Executive Board's approval will be required to transfer budgetary amounts between Work Elements when the amount exceeds 10% of the biennial total budget.

4. **Budget Development, Adoption and Amendment**

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

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

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

5. Unified Planning Work Program Amendments (UPWP)

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

6. Long Range Financial Planning

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

7. Assets

a. Inventory

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

- Capital assets are any asset such as computers, office equipment and software systems, with a unit cost greater than \$5,000 and an estimated useful life in excess of two years. Capital assets are recorded at cost and depreciated or amortized on the straight-line method over the estimated useful life of the asset. PSRC will recognize an half year's depreciation in the year of acquisition and a half year's depreciation in the final year of useful life, regardless of when the asset was acquired during the fiscal year. Additional assets may be capitalized if their individual acquisition is below \$5,000 but if in the aggregate collectively exceeds \$100,000. Such assets may include computers and furniture.
- A small and attractive asset is any asset with a unit cost of more than \$300 and less than \$5,000, excluding furniture, but may include smart phones, laptop computers, photographic equipment, etc. Small and attractive assets are inventoried for physical and accounting control, but not capitalized.
- Finance staff, with the help of IT staff, will inventory and assess the condition of all capital assets annually, or periodically, as needed. Information recorded about assets may include description, location, physical dimension, condition, warranties, maintenance history, estimated replacement cost, usage statistics (mileage), book value, original useful life and remaining useful life. Assets will also be evaluated periodically to determine if they still provide the most appropriate method to deliver services.
- Staff sign an Employee Use Agreement Form for all PSRC equipment issued to them and are responsible for safeguarding those assets. The Budget Manager in charge of inventory is the custodian of these forms and will keep them current.
- As needed, the Senior IT Specialist regularly monitors the list of assets that need replacement and proposes to the Deputy Executive Director and Finance. Procurement for asset replacement(s) will follow PSRC's Purchasing Policies.

- The biennial budget will anticipate the need for asset replacements and provide ample budget within the depreciation line item of the indirect cost budget to cover the cost of replacing obsolete assets.

b. Lost or Stolen Property

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

REVENUE POLICIES

8. Revenue Diversification & Stabilization

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

9. Membership Dues

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

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

10. Use of Project Specific Revenues

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

11. Use of Unpredictable Revenues

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

EXPENDITURE POLICIES

12. Debt Capacity

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

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

13. Reserve Account

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

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

a. Authorization of Use of Reserve Funds

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

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

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

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

14. Operating Expenditure Accountability

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

AMENDMENTS

Approved by the Operations Committee December 4, 2014

Adopted by the General Assembly April 30, 2015

Amended by the Operations Committee December, 2016

Administratively Amended May, 2017

Administratively Amended August 2021

Administratively Amended August 11, 2023



U.S. Department
of Transportation
**Federal Transit
Administration**

REGION X
Alaska, Idaho, Oregon,
Washington

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February 15, 2018

Diana Lauderbach
Chief Financial Officer
Puget Sound Regional Council
1011 Western Avenue, Suite 500
Seattle, WA 98104

RE: 2017 Cost Allocation Plan
Puget Sound Regional Council

Dear Ms. Lauderbach:

This letter concludes the Federal Transit Administration (FTA) review of the 2016-2017 Cost Allocation Plan submitted by the Puget Sound Regional Council (PSRC). FTA understands that the submitted Cost Allocation Plan is the second such plan submitted by Metro for Federal approval following a change in PSRC’s rate type to a “fixed with carryforward” rate. For the review, PSRC identified FTA as its “cognizant agency” – which is the Federal agency responsible for reviewing, negotiating, and approving cost allocation plans and indirect cost rate proposals on behalf of all Federal agencies.

FTA contracted with TFC Consulting, Inc (TFC) to complete the review. A copy of the Final Report dated January 9, 2018 is enclosed. Based on the results of the review, FTA accepts the recommendation of the TFC, and hereby approves the following rate for PSRC:

Type	Effective	Base	Indirect Cost Rate
Fixed	1/1/2017 – 12/31/2017	Direct Salaries and Wages	53.73%

TFC consulting conducted its review during the summer and fall of 2017. The approved rate is based on actual costs for the fiscal year ending June 30 2015, and would be applied in the period ending June 30, 2017. Differences between the applied rate and the actual costs of the period covered by that rate are treated as a carried forward adjustment to the rate computation for the subsequent period.

In accordance with FTA Circular 5010.1E, each year’s Cost Allocation Plan (CAP) and/or Indirect Cost Rate Proposal (ICRP) shall be updated and made available to the agency’s

independent auditor at the annual audit. Note that Appendix F of FTA Circular 5010.1E requires that subsequent CAP/ICRPs be submitted to the cognizant Federal agency for approval when one or more of the following events occurs:

- The recipient has made a change in its accounting system that significantly impacts the previously approved Indirect Cost Rate Proposal and its basis of application.
- The recipient's proposed Indirect Cost Rate Proposal exceeds the rate(s) last approved by FTA by more than 20 percent.
- The recipient changes the Indirect Cost Rate Proposal methodology.
- The recipient is either a local governmental unit that receives more than \$35 million in direct federal funding or a non-profit entity. In accordance with 2 CFR part 200, these entities must submit their plan annually to their cognizant agency.

Prior to charging indirect costs to an FTA grant, a grant recipient must first have a CAP/ICRP approved by its cognizant agency, and any indirect costs must be specifically identified in the grant prior to grant approval. Thus, in order to seek FTA reimbursement for indirect costs, the following steps must occur: (1) the cognizant Federal agency approves the CAP/ICRP; (2) the approved CAP/ICRP is attached as part of the FTA electronic grant at the time of application; and (3) the proposed FTA grant application specifically identifies indirect costs as a grant expense (usually by identifying a specific activity line item in the budget).

If you have comments or questions regarding the enclosed report or indirect costs, please feel free to contact Scot Rastelli, FTA Transportation Program Specialist, at 206.220.7965.

Sincerely,

Susan Fletcher
Director of Operations and Program Management

Enclosure

cc: Andrew Werfelmann, PSRC
Jedediah Stancato, TFC Consulting, Inc.



July 6, 2022

Mrs. Linda Gehrke
Regional Administrator for Region 10
Federal Transit Administration – Region 10
915 Second Avenue, Suite 3142
Seattle, Washington 98174

Dear Mrs. Gehrke,

Attached is the proposed indirect cost plan produced for review by the Federal Transit Administration. The rate is based on budgeted fiscal year 2023 indirect expenses and uses fixed rate with carryforward as a basis for the indirect cost plan.

The budgeted fiscal year 2023 benefit rate is 58.74% of salaries. The proposed indirect rate is 43.18% of direct labor costs.

Please also find the following attached for your review:

- Cost Allocation Rate Proposal
- An Organization Chart
- Fiscal Year 2021 Audited Financial Statements
- Proposal Reconciliation with FY 21 Financial Statements
- Certification of Conformance with 2 CFR 200

If you have any questions or concerns you may contact me at 206-688-8221 or lmayer@psrc.org.

Thank you,

A handwritten signature in black ink, appearing to read "Lili Mayer", is written over a light blue horizontal line.

Lili Mayer
Finance Manger
Phone: 206-688-8221
Email: lmayer@psrc.org
Enclosure

INTRODUCTION

The Puget Sound Regional Council (PSRC) is a voluntary organization of local governments in King, Kitsap, Pierce, and Snohomish counties. As set forth in the interlocal agreement, the mission of the Regional Council is to preserve and enhance the quality of life in the central Puget Sound area. In so doing, it shall

- Prepare, adopt and maintain goals, policies and standards for regional transportation and regional growth management in the central Puget Sound area, in accordance with federal and state law and based upon local comprehensive plans of jurisdictions within the region;
- Ensure implementation in the region of the provisions of state and federal law which pertain to regional transportation planning and regional growth management.

The Regional Council is financed by a variety of federal, state and local agencies and jurisdictions. The basic sources of funding are the Federal Transit Administration, the Federal Highway Administration, Federal Aviation Administration, Washington State Department of Transportation, local transit agencies, and dues assessed to member jurisdictions.

PSRC develops its indirect cost plan based on the requirements of FTA Circular 5010.1E Appendix F “Cost Allocation Plans” and Appendix G “Indirect Cost Rate Proposals”, 2 CFR 200 Appendix V “State/Local Government-wide Central Service Cost Allocation Plans”, and 2 CFR 200 Appendix VII “States and Local Government and Indian Tribe Indirect Cost Proposals”.

Methodology: PSRC will use a fixed indirect cost rate with carry forward. PSRC began using the fixed with carry forward method July 1, 2016. Before the adoption of 2 CFR 200, PSRC used a provisional rate with a reconciliation at year end to actual indirect costs. The new method of fixed with carry forward will present a more accurate allocation, while also limiting administrative efforts of updating the plan.

Cost Bases: PSRC charges indirect costs to its federal grants under the indirect cost plan. Indirect costs are defined as those costs incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted. These costs include, but are not limited to, rent, office supplies, office maintenance, hardware, software, and insurance. The cost base for indirect costs is total direct salaries and benefits.

PSRC also charges costs for support staff and benefits under the indirect cost plan. Support staff includes, but are not limited to Information Technology, Human Resources, Finance, and Administrative employee costs. PSRC’s indirect cost plan has a benefits rate and an indirect cost rate. The cost base for benefits costs is total salaries.

As PSRC’s proposed indirect rate of 43.18% does not exceed its previously approved 2017 rate of 53.73% by more than 20% PSRC will not submit the plan to FTA for approval but will be kept on file and made available to review as required.

**RECONCILIATION OF ALLOCATED DIRECT EMPLOYEE BENEFITS AND OH
VS PAID DIRECT EMPLOYEE BENEFITS
FOR THE YEAR ENDING JUNE 30, 2021**

Total Employee Benefits Incurred:

Employee Leave Benefits	961,604	
Employee non-leave Benefits	2,233,271	
Total Employee Benefits Incurred	<u>\$ 3,194,875</u>	

2021 Actual Benefit Rate Calculation:

<u>Total Actual Benefits</u>	=	3,194,875	58.02%
Total Actual Salaries		5,506,412	

Total Direct Salaries	\$ 4,405,582	
Total Allocated Direct Benefits (@ 61.97% of Total Direct Salaries)	2,730,139	
Total Direct Salaries and Allocated Direct Benefits	<u>\$ 7,135,722</u>	
Total Allocated Indirect Cost per Government Wide Statement ((@ 63.34% of Direct Salaries and Allocated Benefits (\$7,135,722 x 63.34%))	\$ 4,519,766	
Less: Total Actual Net Indirect Cost for FY 2021	3,464,756	
Allocated Indirect Cost less Actual Indirect Cost	<u>\$ 1,055,010</u>	Over (Under)

Total Allocated Direct Benefits	\$ 2,730,139	
Less: Total Actual Direct Benefits	2,556,162	
Allocated Direct Benefits less Actual Direct Benefits	<u>\$ 173,978</u>	Over (Under)

Allocated Indirect Cost and Direct Benefits	<u>\$ 1,228,988</u>	Over (Under)
--	----------------------------	---------------------

Indirect Salaries	1,100,830	
Indirect Benefits	638,712	
Indirect Costs	1,725,214	
Total Indirect Incurred	<u>\$ 3,464,756</u>	

2021 Actual Indirect Rate Calculation:

<u>Total Actual Indirect Costs</u>	=	3,464,756	49.77%
Total Direct Salaries/Benefits		6,961,745	

Note: FY 2021 Allocated Benefit Rate of 61.97% and Indirect Rate of 63.34% (Based on final Budget vs Actual Report for FY2020)

**PUGET SOUND REGIONAL COUNCIL
BENEFIT RATE CALCULATION
FOR THE YEAR ENDING JUNE 30, 2023**

FY 2023 Budgeted Benefits		\$	3,783,198
FY 2023 Budgeted Direct Salaries			4,988,536
FY 2023 Budgeted Indirect Salaries			1,452,240
Total Salaries		\$	6,440,776

BENEFIT RATE

<u>Total Benefits</u>	=	<u>3,783,198</u>	=	58.74%
Total Salaries		6,440,776		

**PUGET SOUND REGIONAL COUNCIL
ESTIMATED FY 2023 BENEFIT COST**

Benefit	2023 Budget
Fica/Medicare	\$ 531,448
State L&I	27,788
State Unemployment	110,047
Vacation/Personal Time	685,037
Excess comp	0
Sick leave	9,127
Floating holiday	55,812
Holiday	324,149
Bereavement/Other	9,127
State Retirement	712,071
PERS Admin Fee	12,360
ICMA	254,766
Medical /Vision Insurance	822,967
Dental Insurance	79,858
LTD	23,101
Life insurance	8,393
Long term care	4,645
STD	43,876
EAP/Misc	3,000
Jury duty	2,282
EE recog	500
Transportation Incentive	62,843
Total	\$ 3,783,198

**PUGET SOUND REGIONAL COUNCIL
INDIRECT COST RATE CALCULATION
FOR THE YEAR ENDING JUNE 30, 2023**

FY 2023 Budgeted Indirect Cost		<u>\$</u>	<u>3,419,306</u>
FY 2023 Budgeted Direct Salaries			4,988,536
FY 2023 Budgeted Direct Benefits (Budgeted Salaries x Budgeted Benefit Rate)			<u>2,930,266</u>
Estimated FY 2023 Direct Salaries & Benefits		<u>\$</u>	<u>7,918,801</u>

INDIRECT COST RATE		=							
	<u>Total Indirect Cost</u>			<u>3,419,306</u>	=			<u>43.18%</u>	
	Total Direct Salaries & Benefits			7,918,801					

**PUGET SOUND REGIONAL COUNCIL
ESTIMATED FY 2023. INDIRECT COST BUDGET**

Categories	2023 Budget
Indirect Salaries and Benefits	\$ 2,305,261
Other contract services	181,200
Accounting and auditing	58,360
legal services	112,500
Rent	1,153,970
Paper	5,628
Copier Expense	30,000
Graphics & Printing	5,000
Postage	5,000
Office Supplies	21,493
Records Storage	2,251
Maintenance & Repairs	20,000
Telephone	25,000
Furniture & fixtures	45,000
Delivery charges	250
Advertising	4,000
Conferences	5,000
Education & Training	52,500
Meetings	17,000
Professional Dues	13,000
Publications	4,000
Web Page	52,000
Equipment lease	-
Recruiting & Advertising	8,000
moving	1,000
Vehicle Parking & Fuel& maintenance	23,881
Data Acquisition	1,000
Miscellaneous	500
Hardware	45,000
Software	50,000
Hardware Maintenance	16,000
Software Maintenance	40,000
Teleconferencing	25,887
Internet	20,000
Computer Supplies	7,500
Cloud Services	75,000
Temporary Personnel	15,000
Insurance	161,234
Travel	15,000
Depreciation	93,000
FY2023 Total Indirect Costs	4,716,414
Plus: Estimated Cumulative Under Allocation as of 06/30/2021	- 1,297,108
Totals	<u><u>\$ 3,419,306</u></u>

**PUGET SOUND REGIONAL COUNCIL
SCHEDULE OF DIRECT AND INDIRECT COST
FOR THE YEAR ENDING JUNE 30, 2021**

Categories	Total Cost	Direct Cost	Indirect Cost
Salaries	\$ 5,506,412	\$ 4,405,582	\$ 1,100,830
Benefits	3,194,875	2,556,162	638,712
Total Salaries & Benefits	\$ 8,701,287	\$ 6,961,745	\$ 1,739,542
Other contract services	1,001,463	906,491	94,972
Accounting and auditing	50,895	0	50,895
legal services	60,358	0	60,358
Rent	1,078,852	0	1,078,852
Outreach Compensation	2,857	2,857	0
Paper	287	0	287
Copier Expense	8,948	0	8,948
Graphics & Printing	2,744	2,229	515
Postage	1,653	487	1,166
Office Supplies	10,234	480	9,754
Records Storage	2,613	0	2,613
Maintenance & Repairs	3,157	0	3,157
Telephone	19,046	0	19,046
Furniture & fixtures	0	0	0
Delivery charges	76	0	76
Advertising	608	608	0
Conferences	14,445	13,055	1,390
Education & Training	29,596	3,012	26,584
Meetings	5,575	5,575	0
Professional Dues	10,303	400	9,903
Publications	2,512	695	1,817
Translation Services	6,969	6,969	0
Web Page	30,384	0	30,384
Equipment lease	0	0	0
Recruiting & Advertising	3,684	0	3,684
moving	0	0	0
Vehicle & Parking	9,180	0	9,180
Data Acquisition	48,342	47,582	760
Miscellaneous	0	0	0
Hardware	23,515	0	23,515
Software	80,964	1,895	79,069
Hardware Maintenance	7,408	0	7,408
Software Maintenance	62,235	47,250	14,986
Teleconferencing	14,769	0	14,769
Internet	8,245	0	8,245
Computer Supplies	1,431	0	1,431
Cloud Services	70,954	0	70,954
Temporary Personnel	53,823	53,823	0
Insurance	49,155	1,588	47,567
Travel	197	60	136
Depreciation	42,792	0	42,792
Totals	\$ 2,820,272	\$ 1,095,058	\$ 1,725,214

Total Actual Net Indirect Cost for FY 2021

3,464,756

Total Indirect Cost Collected :

(Direct Salaries + Allocated Benefits) x Indirect Rate	\$ 4,519,766
Total Allocated Indirect Cost less Actual Net Indirect Cost	\$ 1,055,010
Total Allocated Direct Employee Benefits less Direct Employee Benefits Paid	\$ 173,978
Allocated Cost FY2021 less Actual Cost	<u>Over (Under) Allocated</u>
	<u>\$ 1,228,988</u>

Total Over (Under) Allocated Cost Collected for Year Ending 06/30/21

\$ 1,228,988

Cumulative Over (Under) Allocated Carryforward from 06/30/20

68,120

Cumulative Over (Under) Allocated @ 06/30/21

1,297,108

CERTIFICATE OF COST ALLOCATION PLAN


This is to certify that I have reviewed the cost allocation plan submitted herewith and to the best of my knowledge and belief:

(1) All costs included in this proposal for the fiscal year ending June 30, 2023, are to establish billing or final indirect costs rates for July 1, 2022 through June 30, 2023 are allowable in accordance with the requirements of the Federal award(s) to which they apply and 2 CFR 200 Appendix VII "States and Local Government and Indian Tribe Indirect Cost Proposals". Unallowable costs have been adjusted for in allocating costs as indicated in the cost allocation plan.

(2) All costs included in this proposal are properly allocable to Federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the agreements to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently and the Federal government will be notified of any accounting changes that would affect the predetermined rate.

I declare that the foregoing is true and correct

Governmental Unit: Puget Sound Regional Council

Signature: 

Name of Official: Lili Mayer

Title: Finance Manager

Date of Execution: 7/6/22

Appendix C

PSRC Metropolitan Transportation Planning Process Unified Planning Work Program (UPWP)

FY2024-2025 Unified Planning Work Program Organization

State Fiscal Year 2024 UPWP (July 2023 – June 30, 2024)

Regional Transportation Planning Activities with Federal Funding

PSRC’s Unified Planning Work Program (UPWP) Guide

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PSRC's Unified Planning Work Program (UPWP) Guide

As part of the Metropolitan Transportation Planning process, federal regulations require Metropolitan Planning Organizations (MPOs) such as the Puget Sound Regional Council (PSRC), in cooperation with the state and operators of publicly owned transit, to maintain a Unified Planning Work Program (UPWP) for the identified planning area (Planning Regulation 23, CFR, Part 450, Subpart C). The majority of elements required in PSRC's UPWP are included in previous sections of the PSRC's Budget and Work Program. The remainder are identified or referenced here.

PSRC as Coordinating Agency

PSRC was created as a regional planning agency that provides a forum for local governments to work on issues of regional significance. PSRC serves in a coordinating capacity, and supports the activities of local governments, state transportation agencies, and local and regional transit providers through cooperative regional planning. PSRC also serves as a center for the collection, analysis, and dissemination of information vital to citizens and governments in the region by providing baseline population, employment, and transportation forecasts that are used by local agencies as part of their planning activities. Federal laws require the establishment of Metropolitan Planning Organizations (MPOs) in major metropolitan areas around the country to work on regional transportation issues. Each of the four counties – King, Kitsap, Pierce, and Snohomish – are required to be members of an MPO. The governor designates the actual boundaries of the MPO.

Federal Certification Review Recommendations

Every four years, the federal government completes a certification review of PSRC. The purpose of certification is to validate that the MPO is operating according to federal transportation planning laws and regulations and is complying with Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act of 1990. The most recent certification review was conducted in July of 2022. The following recommendations resulted from the review:

Transportation Planning Process:

- PSRC continues to be engaged in the topic of truck parking. WSDOT is the lead agency, but FHWA and FTA encourages PSRC to remain engaged on this topic, especially in the more rural areas of the MPA boundary to serve the ports in the urban areas.

PSRC is committed to continued engagement on the topic of truck parking, in partnership with WSDOT, PSRC's Freight Advisory Committee and other partners.

Metropolitan Transportation Plan:

- The Federal team recommends that PSRC add language to future System Performance Reports that describe challenges outside of the agency's control that may inhibit ability to achieve performance-based planning and programming targets. The added language should be described in a reader friendly format that informs the general public.

PSRC commits to including this language in future reports.

- The Federal team commends PSRC for including the comprehensive section on EV charging. When developing the EV Infrastructure Plan, the Federal team suggests that

PSRC strongly review the quality, levels of charging stations, and maintenance of EV charging stations that are installed within the region. This will ensure EV charging stations are adequate for use, are functional and maintained, and can work towards the GHG emissions reduction goals for the region.

PSRC will work with partner agencies such as the Puget Sound Clean Air Agency to address these suggestions as part of the development of a Regional EV Plan and resources under the soon to be released REV web clearinghouse.

Transportation Performance Management:

- The Federal Review Team recommends that PSRC update the CMAQ Performance Plan to include all federally required elements within a single document. PSRC has confirmed the updated CMAQ Performance Plan will be submitted to WSDOT and included in the biennial performance reports for the Baseline, Mid-Period and Full-Period of each four-year performance period, required under 23 CFR 490.107(c) and 23 USC 149(l). The next PMF is due to FHWA and FTA by October 1, 2022.

This task has been completed for 2022 and will be implemented for future deadlines.

Financial Planning / Fiscal Constraint:

- The Federal Review Team recommends that PSRC remain diligent on pursuing potential new revenue sources to fully support plan needs. Further work should be pursued to establish a more comprehensive implementation plan for each funding source, including roles and responsibilities at the local, regional, and state level.

The Regional Transportation Plan adopted in May 2022 included an implementation item in alignment with this recommendation. The process and timeline for this work is under discussion and is anticipated to be completed prior to the next required 4-year plan cycle.

Public Participation:

- The Federal Review Team recommends a glossary of frequently used planning terms, acronyms and/or terms of art, commonly used in the planning process such as ADA, Title VI, EJ and LEP be included in the PPP. PSRC may consider convening community stakeholders who do not have backgrounds in transportation and those with disability considerations to identify which terms to include in the glossary.
- The Federal Review Team recommends the PPP be edited to include how the public can access opportunities to serve on committees or policy boards. Additionally, the Federal Review Team recommends PSRC update their website to include this information in an easily accessible location.
- The Federal Review Team recommends PSRC clearly outline what types of comments (questions) will receive a response and which comments (statements) won't receive a response.

These suggestions are being reviewed for inclusion in the update to PSRC's Public Participation Plan currently underway.

Civil Rights (Title VI, EJ, LEP, ADA):

- The Federal Review Team recommends PSRC attach USDOT Standard Title VI Assurances Appendices A-E to the Title VI Plan.
- The Federal Review Team recommends PSRC revise the LEP public notification to include language notifying the public that interpretation and translation services are “free of charge.”

PSRC will address these recommendations when these documents are next updated.

Interlocal Agreements

PSRC develops and maintains interlocal agreements (memorandums of understanding or agreement) with local and state entities to define responsibilities and procedures between the MPO, state, and transit operators for planning (including corridor and subarea studies) and programming (project selection), as well as between the MPO and State Implementation Plan development agencies for air quality planning responsibilities. PSRC currently maintains the following interlocal agreements relevant to the UPWP:

- MOU for Transportation Planning Coordination and Cooperation between the Puget Sound Regional Council and the Washington State Department of Transportation (WSDOT). Effective May 2016.
- MOA Implementing the Transportation Equity Act for the 21st Century (TEA-21) between the Puget Sound Regional Council, the Puget Sound Clean Air Agency, and the Washington State Department of Ecology. This MOA establishes responsibilities for the development of the Puget Sound region's air quality maintenance plan and the preparation of air quality conformity analyses. Effective December 2001. This MOA is being updated.
- MOU for Planning Coordination and Cooperation between the Puget Sound Regional Council and the Central Puget Sound Regional Transit Authority (Sound Transit); Snohomish County Public Transportation Benefit Area Corporations; City of Everett, Transportation Services; King County Metro; Kitsap Public Transportation Benefit Area Authority; Pierce County Public Transportation Benefit Area Authority; and City of Seattle. Effective November 2017.
- MOA Between the Puget Sound Regional Council and the Central Puget Sound Economic Development District concerning coordination of Economic Planning Efforts between the two Agencies. Effective September 2015.
- Growing Transit Communities Regional Compact, which is the ongoing commitment among public, private, and non-profit partners from around the region to continue the work towards implementing equitable transit communities. Original signatures are kept on file at PSRC.

The entities and agencies listed above all engage in ongoing coordination regarding regionally significant planning activities and provide staff expertise to each other as needed.

Interagency Coordination through PSRC's Boards

In addition to the four counties of King, Kitsap, Pierce, and Snohomish, PSRC's members include 77 cities and towns in the region, the Muckleshoot Tribal Council, the Suquamish Tribe, the Puyallup Tribe of Indians and the Tulalip Tribes. Statutory members include the four port authorities of Everett, Seattle, Bremerton and Tacoma; WSDOT; and the Washington State Transportation Commission. Associate members include the Alderwood Water & Wastewater District, the Cascade Water Alliance, Port of Edmonds, Island County, Puget Sound Partnership, Snoqualmie Tribe, Thurston Regional Planning Council, the University of Washington and Washington State University.

PSRC is governed by a General Assembly and Executive Board. The Growth Management and Transportation Policy Boards advise the Executive Board. The boards include all agencies responsible for regional transportation planning, and discussions by the boards include conversations about major regional transportation planning efforts. In addition, 50 percent of the county and city elected officials who serve on PSRC's Executive Board must also serve on transit boards.

All PSRC member jurisdictions and agencies are members of the General Assembly, with votes allocated based on population as indicated in PSRC's Bylaws. Member jurisdictions and agencies are represented at the Assembly by elected officials from the executive and legislative branches of member cities, towns, and counties; port commissioners; tribal council members; and representatives of member state transportation agencies. The Assembly meets at least annually each spring, and votes on key Executive Board recommendations, such as those concerning the annual budget and major policy documents.

Executive Board members are appointed by their General Assembly constituents to represent the member governments. The Board is chaired by the PSRC president and carries out delegated powers and responsibilities between meetings of the General Assembly. It generally meets on the fourth Thursday of each month. The Growth Management and Transportation Policy Boards include representatives of PSRC's member jurisdictions, the Puget Sound Clean Air Agency, and other appropriate representatives of regional business, the state legislature, labor, civic, and environmental groups. The Growth Management Policy Board generally meets on the first Thursday of the month, and the Transportation Policy Board generally meets on the second Thursday of each month.

PSRC also coordinates with and relies on the work of other key technical advisory committees and countywide groups. The countywide groups include the following:

- Kitsap Regional Coordinating Council
- Pierce County Regional Council
- Snohomish County Tomorrow Steering Committee
- Eastside Transportation Program (King County)
- South County Area Transportation Board (King County)
- SeaShore Transportation Forum (King County)

Coordination in Developing the UPWP

In addition to the ongoing coordination between PSRC and other entities undertaking transportation planning activities in the region, formal coordination occurs through the development and maintenance of the Regional Transportation Plan, the Regional Transportation Improvement Program (TIP), the UPWP, and study committees. For more information, please refer to Task 200 (Transportation Planning) of the Budget and Work Program.

Regional Planning Priorities

The primary planning priority facing the central Puget Sound region continues to be the maintenance and refinement of the Regional Transportation Plan and the programming of transportation investments, including those conducted through PSRC's project selection process for Federal Highway Administration and Federal Transit Administration funds. These efforts are designed to most effectively achieve the policies adopted in VISION 2050, the region's growth management, environmental, economic and transportation strategy.

Work related to these regional planning priorities is represented throughout PSRC's Budget and Work Program, with greatest emphasis in element 200 (Transportation Planning).

Regionally Significant Transportation Planning

The UPWP of MPOs such as PSRC is required to include the following:

- Documentation of planning activities to be performed with funds provided under Title 23, USC, and the Federal Transit Act.
- A description of all metropolitan transportation and transportation-related air quality planning activities (including the corridor and subarea studies discussed in §450.318) anticipated within the area during the next one or two year period, regardless of funding sources or agencies conducting activities.

These descriptions should include who will perform the work, the schedule for completing it, and products to be produced. The following text describes regionally significant transportation planning activities in the central Puget Sound region.

Transportation Planning Using Federal Funds

Attached is a list of all planning activities programmed in the 2023-2026 Regional Transportation Improvement Program (TIP) to receive federal funds. The Regional TIP is a four year program of projects that is developed through the regional decision-making process, maintained by PSRC, and updated every two years. Under federal and state legislation, the Regional TIP is required to include all of the region's transportation projects requesting federal transportation funding under Title 23 CFR (Highways) and 49 CFR (Transit), as well as all non-federally funded, regionally significant projects. For more information on any of the projects or programs in the attached list, please refer to the specific entry in the Regional TIP, available at <https://www.psrc.org/our-work/funding/transportation-improvement-program>.

PSRC receives several types of federal funds available through programs established by the Infrastructure Investment and Jobs Act (IIJA) for transportation projects and programs in the central Puget Sound region. The IIJA requires the region to develop a funding recommendation and allocation program to identify, prioritize, and make decisions regarding the funding of transportation projects consistent with the region's long-range Regional Transportation Plan. Overall guidance for the allocation and programming of PSRC funds is provided by VISION 2050, the Regional Transportation Plan, and local comprehensive plans as required by the state

Growth Management Act. In addition, PSRC is required to maintain a board-adopted document providing more specific policy direction, guidance, and procedures for recommending projects to receive PSRC funds. The *Policy Framework for PSRC's Federal Funds* serves this purpose.

The framework is updated and adopted prior to PSRC's project recommendation process and corresponding development of a new Regional TIP. The document includes policies and procedures for the recommendation process, as well as the funding estimates available for programming. The most recent version of the Policy Framework was adopted by the Executive Board on January 27, 2022 and is available at <https://www.psrc.org/sites/default/files/2022-02/2022%20Policy%20Framework%20for%20PSRC%27s%20Federal%20Funds.pdf>. Projects selected to receive PSRC's funds in 2022 were recommended using the process outlined in the framework, which includes extensive collaboration with local governments, transit agencies, WSDOT, and PSRC. For more information, please refer to Appendix B of the 2023-2026 Regional TIP titled "2022 Project Selection Process" available at <https://www.psrc.org/media/6950>. .

PSRC's Transportation Planning

The budget and work program includes a description of PSRC's planning activities. Transportation emphasis areas include implementation activities from the recently adopted Regional Transportation Plan such as development of a regional safety plan, data collection and research into best practices, and continued advancement on the topics of freight, special needs transportation, active transportation, climate change, performance-based planning and the financial strategy. Please refer to element 200 (Transportation Planning) of the PSRC work program for a full description of these transportation planning activities.

Transportation Planning by Other Agencies

Additional planning activities for the central Puget Sound region, beyond those included in the Regional TIP and identified in the PSRC budget and work program, are undertaken by a number of agencies. One of PSRC's primary roles as an MPO and Regional Transportation Planning Organization (RTPO) is to coordinate these regional planning activities between the participating jurisdictions, agencies, and interest groups to help ensure the optimal use of limited local, state, and federal resources. The following sections summarize regionally significant transportation planning activities by other agencies in the region.

Washington State Department of Transportation (WSDOT)

WSDOT planning for the central Puget Sound region is carried out by several offices. These include the Northwest and Olympic Regions, Tolling, Public Transportation, Multimodal Planning, Washington State Ferries, Rail, and Management of Mobility within the Urban Mobility and Access Office. These WSDOT offices plan and manage the state transportation system in the Puget Sound region and coordinate their plans with the Puget Sound Regional Council, Federal agencies and local partners.

WSDOT performs numerous transportation planning and external coordination activities in the Puget Sound region. Some of the key activities are conducted through the WSDOT/MPO/RTPO Coordinating Committee, as well as various corridor and planning studies throughout the region in which PSRC participates. Examples include the Highway System Plan Steering Committee, Investment Strategy Committee, Freight Stakeholder Group, Puget Sound Gateway Program Executive and Steering Committees, and the I-405/SR 167 Interagency Working Group and

Executive Advisory Group.

Transit Agencies

There are nine agencies within the central Puget Sound region that provide public transportation service: Community Transit, Everett Transit, King County Metro, Kitsap Transit, Pierce County Ferries, Pierce Transit, Sound Transit, the City of Seattle and Washington State Ferries. Each of the public transportation agencies in the region are working to implement their long-range plans consistent with PSRC's Regional Transportation Plan. Many of the PSRC planning initiatives, particularly those found in PSRC's transit-related work program, are planning efforts that help the region's public transportation agencies to accomplish their work and implement the projects found within the Regional Transportation Plan.

In addition to this work led by PSRC, the region's transit agencies routinely coordinate and collaborate on planning efforts to support transit riders and implementation of the system. Additional planning projects of regional significance that are being conducted by public transit agencies in PSRC's FY 2024-2025 biennium include:

- **Transit Long-Range Planning:** Transit agencies have been updating their long-range plans in conjunction with VISION 2050 and the Regional Transportation Plan. As local jurisdictions prepare their comprehensive plan updates by end of 2024, transit agencies will continue coordination with their constituent jurisdictions, resulting in further updates to long range transit plans within the region.
- **Service Planning & Market Development:** The region's transit agencies are still dealing with the impacts of the COVID-19 pandemic and resulting shifts in travel behavior. Operator and maintenance workforce shortages continue to delay full recovery to pre-pandemic service levels. Transit agencies are working individually and in coordination on related near- and long-term planning designed to bring back ridership and develop new markets with initiatives covering safety and security, assessing transit services offered, and developing a reliable workforce to operate the services offered.

Air Quality Planning

The Puget Sound Clean Air Agency (PSCAA) is responsible for carrying out certain requirements of the state and federal Clean Air Acts in King, Pierce, Snohomish, and Kitsap counties. This organization encompasses a variety of sources of emissions including stationary, area and on and off-road mobile sources, except for certain types of stationary sources regulated statewide by the State Department of Ecology. The clean air agency works to adopt and enforce air quality regulations, sponsor voluntary initiatives to improve air quality and educate people and businesses about clean-air choices.

PSCAA and the Washington State Department of Ecology (Ecology) develop and administer the State Implementation Plan for Air Quality (SIP) in the Puget Sound region, in cooperation with the Environmental Protection Agency and with the assistance of PSRC and other stakeholders. The SIP provides a blueprint of how maintenance and nonattainment areas will meet the National Ambient Air Quality Standards (NAAQS). In developing the plan, PSCAA and Ecology, in coordination with these other agencies, prepare emission inventories, conduct air quality modeling, develop control strategies and voluntary measures, prepare motor vehicle emission budgets, and ensure compliance with the Washington State Environmental Policy Act (SEPA)

and the National Environmental Policy Act (NEPA). PSRC provides transportation and emissions data and technical expertise required to complete the SIP for the Puget Sound Region.

PSRC is responsible for demonstrating conformity of the long-range regional transportation plan and the four-year Transportation Improvement Program (TIP) to the SIP, under the requirements of the federal Clean Air Act, the Washington Clean Air Act and the IJA. The intent of transportation conformity is to ensure that new projects, programs and plans do not impede an area from meeting and maintaining air quality standards. Formal consultation procedures for conducting conformity analyses are required under federal and state conformity rules, a major task of which is the presentation of methodologies and assumptions. PSRC holds a public scoping meeting with federal, state, and local agencies to present the key analytical assumptions involved in the conformity analysis. Those invited to the meeting include representatives from the following agencies (referred to as PSRC's air quality consultation partners): the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), EPA, the Washington State Department of Transportation (WSDOT), Washington Department of Ecology, and Puget Sound Clean Air Agency (PSCAA).

In addition to SIP and conformity work, PSRC and PSCAA provide technical expertise and assistance to each other for various work programs related to air quality planning. For example, PSCAA participates as a member of PSRC's Regional Project Evaluation Committee and Regional Staff Committee. PSRC participates on PSCAA's advisory committees and stakeholder processes as appropriate (PSRC is currently appointed to the PSCAA Advisory Council). In addition, PSRC works on a regular basis with the air quality consultation partners mentioned above to coordinate and assist with air quality issues affecting the region, including the emerging issues related to reducing greenhouse gases and addressing climate change.

Tribal Governments

The central Puget Sound region is home to nine federally recognized tribal governments: Muckleshoot Indian Tribe, Puyallup Tribe of Indians, Tulalip Tribes, Sauk-Suiattle Indian Tribe, Port Gamble S'klallam Tribe, Snoqualmie Indian Tribe, Stillaguamish Tribe of Indians, The Suquamish Tribe, and Nisqually Indian Tribe, which also coordinates with the Thurston Regional Planning Council. The region is also home to the Duwamish Tribe.

PSRC encourages full involvement of Tribes in the development of the Regional Transportation Plan, the Transportation Improvement Program, and other regional planning. Consultation may include outreach meetings, sending informational letters, newsletters, and emails, providing presentations, and attending meetings. PSRC will also continue participating in meetings of WSDOT's statewide Tribal Transportation Planning Organization (TTPO) and supporting specific events. This statewide planning forum is a good venue to present and get feedback on PSRC work program efforts from Tribes that choose to participate in the TTPO. The Washington Indian Transportation Policy Advisory Committee (WITPAC), which WSDOT also convenes, discusses issues related to MPOs from time to time. Upon invitation, PSRC will attend these meetings when MPO and other relevant matters are on the agenda.

Tribal governments are encouraged to become PSRC members, which includes voting seats on the Transportation and Growth Management Policy Boards, as well as being able to vote at PSRC's General Assembly. The Muckleshoot Indian Tribe, Puyallup Tribe of Indians, Suquamish Tribe and the Tulalip Tribes are PSRC members. The Snoqualmie Indian Tribe is an

associate PSRC member. Tribes that are current PSRC members have also been invited to participate in specific committees, including the Regional Project Evaluation Committee, Regional Staff Committee, and Special Needs Transportation Committee.

All Tribes are included in outreach efforts related to the agency's work on transportation, land use and economic development planning. PSRC will evaluate the effectiveness of its efforts with the goal of continuously improving the coordination between PSRC and the Tribes in regional affairs.

Planning Activity & Budget and Work Program Reference	Budget and Work Program Element:
<p>Program Administrative Services</p> <p><u>References:</u></p> <p>a. <i>Regional Planning, Sub-Task 1</i></p> <p>b. <i>Growth Management Planning, Sub-Task 1</i></p> <p>c. <i>Transportation Planning, Sub-Task 1 & 6</i></p> <p>d. <i>Data, Sub-Task 1</i></p> <p>e. <i>Administrative Services, Sub-Task 1</i></p>	<p>a. <u>Program Management:</u> The Directors of Regional Planning, Growth Management Planning, Transportation Planning and Data manage and administer their respective work programs, including compliance with all federal and state rules and regulations.</p> <p>b. <u>Regional and Statewide Coordination:</u> PSRC coordinates with local, regional, state, tribal and federal partners, and other government entities.</p> <p>c. <u>Professional Development:</u> PSRC provides internal administrative support, including all aspects of human resources.</p>
<p>Unified Planning Work Program</p> <p><u>Reference:</u> <i>Administrative Services, Sub-Task 1</i></p>	<p>Develop the two-year budget and work program, detailed project milestones, progress reports, dues schedule, and related documentation.</p>
<p>Public Participation / Education</p> <p><u>Reference:</u> <i>Communications, Sub-Tasks 2 & 13</i></p>	<p>Work with federal partners to assure that the agency’s public participation plan and public involvement strategies meet and exceed federal requirements relating to engaging traditionally underserved communities, engaging people with limited English proficiency, disabled individuals, and native tribes.</p>
<p>Tribal Involvement and Engagement</p> <p><u>References:</u> <i>Communications, Sub-Task 2 & 13 and Transportation Planning, Sub-Task 6</i></p>	<p>The central Puget Sound region is home to nine federally recognized tribal governments. PSRC will continue to conduct ongoing outreach, consultation and coordination with tribes on transportation planning issues and membership opportunities.</p>
<p>Long-Range Transportation Plan</p> <p><u>Reference:</u> <i>Transportation Planning, Sub-Task 2</i></p>	<p>PSRC prepares, maintains, and updates the region’s long-range transportation plan every four years. The current plan was adopted in May 2022 and key implementation items are identified related to climate, safety, equity, and performance based planning.</p>
<p>Transportation Improvement Program</p> <p><u>References:</u> <i>Transportation Planning, Sub-Task 3</i></p>	<p>This work element provides for the development and maintenance of a Regional Transportation Improvement Program (TIP) with an emphasis on customer service, conducting the project selection processes for the federal funds PSRC manages, and</p>

	implementing regional policy related to the effective use of PSRC funds and the timely delivery of projects to implement the Regional Transportation Plan. All federal and state requirements are met, including the self-certification process.
Coordination with Other Planning Organizations <i>Reference: Transportation Planning, Sub-Task 6</i>	PSRC will continue to participate in national, state, regional, and local transportation planning efforts. Examples include involvement in state transportation planning such as corridor plans, the Highway System Plan and various modal planning programs, and the WSDOT/MPO/RTPO Coordinating Committee.
Title VI Plan and Reporting <i>Reference: Administrative Services, Sub-Task 2</i>	PSRC will coordinate Title VI reporting, including actions in response to FHWA and FTA’s certification report.
Coordinated Public Transportation - Human Services Transportation Plan Ladders of Opportunity <i>Reference: Transportation Planning, Sub-Task 2</i>	PSRC develops and maintains the Coordinated Transit-Human Services Transportation Plan. Consistent with the Ladders of Opportunity initiative, PSRC will develop and use performance measures and analytical methods to assess the transportation system’s connectivity to essential services, particularly for traditionally underserved populations.
Comprehensive Plan and Countywide Planning Policy Certification <i>Reference: Growth Management Planning, Sub-Task 5</i>	PSRC will continue conducting certification reviews that improve the overall coordination and compatibility of planning efforts.
Biennial RTP Review <i>Reference: Transportation Planning, Sub-Task 1 & 2</i>	PSRC conducts a mid-cycle review of the Regional Transportation Plan and provides opportunities for necessary investment and/or policy updates.
Transportation Performance Management <i>Reference: Transportation Planning, Sub-Task 2 and Data, All Sub-Tasks</i>	PSRC has integrated the Congestion Management Process into the agency-wide performance trends and performance-based planning program, including as part of the Regional Transportation Plan. Work continues to improve these processes, including refined measures and baseline inventories.
Federal Emphasis Areas	The federal emphasis areas of climate, equity, complete streets, public involvement, coordination, planning and environmental linkages, and data are well established in PSRC’s

<p><i><u>Reference:</u> Regional Planning, Growth Management Planning, Transportation Planning, Data, Communication – All Sub-Tasks</i></p>	<p>comprehensive work program. The four major areas of Data, Regional Planning, Growth and Transportation Planning each include work elements devoted to continued improvements in each of these areas, with specific emphasis on safety, climate and equity. PSRC has eight transportation committees comprised of external member agency staff and other stakeholders to address topics includes Intelligent Transportation Systems, transit, freight, active transportation, special needs transportation, regional traffic operations and project development and implementation. PSRC also has a robust equity program with a new Equity Advisory Committee established and a Regional Equity Strategy under development. Data and analysis is the backbone of every planning produce and work continues to address data collection and improved performance metrics and reporting.</p>
<p>State Emphasis Areas</p> <p><i><u>Reference:</u> Budget Strategy and Overview, Transportation Planning</i></p>	<p>The State emphasis areas under the topics of Administrative, Planning Collaboration, Urban Areas Update, Financial Accounting and Budget are or will be addressed in PSRC’s budget document and overall implementation activities.</p>

Unified Planning Work Program (UPWP) Guidance for Metropolitan Planning Organizations and Regional Transportation Planning Organizations

State of Washington

State Fiscal Year (SFY) 2024
(July 1, 2023 – June 30, 2024)

December 2022



Prepared jointly by the WSDOT Multimodal Planning and Data Division, WSDOT Public Transportation Division, the Federal Highway Administration and the Federal Transit Administration

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION

This material can be made available in an alternate format by emailing the Office of Equal Opportunity at wsdotada@wsdot.wa.gov or by calling toll free, 855-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

TITLE VI NOTICE TO THE PUBLIC

It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at (360) 705-7090.

INFORMACIÓN DEL ACTA AMERICANS WITH DISABILITIES ACT (ADA)

Este material es disponible en un formato alternativo enviando un email/correo electrónico a la Comisión Estadounidense de Igualdad de Oportunidades en el Empleo wsdotada@wsdot.wa.gov o llamando gratis al 855-362-4ADA (4232). Personas sordas o con discapacidad auditiva pueden solicitar llamando Washington State Relay al 711.

NOTIFICACIÓN DE TÍTULO VI AL PÚBLICO

Es la política del Departamento de Transportación del Estado de Washington (WSDOT, por sus siglas en inglés) asegurarse que ninguna persona, por razón de raza, color, origen, o nacionalidad, según provee el Título VI de la Ley de Derechos Civiles de 1964, pueda ser excluido de la participación, negado los beneficios de o ser discriminado de otra manera bajo cualquiera de sus programas y actividades. Cualquier persona que crea que su protección bajo el Título VI ha sido violada, puede presentar una queja o reclamación ante la Comisión para la Igualdad de Oportunidades en el Empleo de Estados Unidos (EEOC, por sus siglas en inglés). Para obtener información adicional sobre los procedimientos de quejas y/o reclamaciones bajo el Título VI y/o información sobre nuestras obligaciones anti-discriminatorias, pueden contactar al coordinador del Título VI en la EEOC 360-705-7090.

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Purpose of the Guidance

This Unified Planning Work Program (UPWP) Guidance is intended to assist the Metropolitan Planning Organizations (MPOs) in developing work programs that meet federal statutes and regulations, and to assist Regional Transportation Planning Organizations (RTPOs) in developing work programs that meet state statutes and regulations. This guidance is not intended to be a comprehensive summary of all federal and state requirements¹.

The guidance identifies federal and state emphasis areas. The emphasis areas may include long-standing tasks in regulation that need attention, MAP-21/FAST Act tasks still in progress, as well as federal and state initiatives.

The guidance serves as a resource to assist MPOs and RTPOs, to:

- Meet federal UPWP requirements in [23 CFR 450.308](#) and [23 CFR 420.111](#); [49 USC § 5303](#), [49 USC § 5305](#) and [FTA Circular 8100.1C](#)
- Fulfill reporting requirements identified in the MPO/RTPO funding agreement
- Provide sufficient detail to determine eligibility of work tasks, programs, and activities, and allow the state to recommend approval of UPWPs to the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA)

MPOs and RTPOs shall have the flexibility to develop the UPWP in a way that best meets their needs. MPOs and RTPOs are encouraged to list and/or group the required and suggested tasks in a way that makes performing and reporting on the work convenient.

SFY 2024 Unified Planning Work Program

Required Level of Detail for all Work Tasks

Each MPO and/or RTPO, in cooperation with WSDOT and the public transportation operator(s), is required to develop a UPWP that includes a discussion of the planning priorities within the planning area boundaries. For all tasks identified, the UPWP shall describe:

- Work proposed for the next one- or two-year period by **major activity and task**
- For MPOs, how the proposed activities address the **planning factors** in [23 CFR 450.306](#)
- **Descriptions of work** in sufficient detail to indicate per [23 CFR 450.308](#) and [23 CFR 420.111](#):
 - Who will perform the work (e.g., MPO/RTPO, State, public transportation operator, local government, or consultant)?
 - The schedule for completing the work
 - The resulting products
 - The proposed funding by funding source
 - A summary of the total amounts and sources of federal and matching funds (this includes federal funds from sources other than Title 23 U.S.C. and/or Title 49 U.S.C.)
 - Unfunded tasks

¹ WSDOT provides a comprehensive summary of the relevant federal and state requirements for MPOs and RTPOs, respectively available at <https://wsdot.wa.gov/engineering-standards/planning-guidance/tribal-regional-planning>

Because these documents also serve as public-facing work programs that inform the public and stakeholders of the planning work to be done over the next fiscal year(s) please consider **making your descriptions concise** and avoid jargon where possible.

Required Tasks

Based on state and/or federal requirements, the following tasks must be included in your UPWP. A check mark has been placed in each row to indicate whether it is a task required for an RTPO, an MPO, and/or a Transportation Management Area (TMA). Each task identified below is not required to be individually listed and/or tracked in your UPWP, but they should be addressed in some way. Please feel free to organize these and other tasks you identify in a way that best suits your organization’s needs.

TASK	RTPO	MPO	TMA
Program Administration	✓	✓	✓
Unified Planning Work Program	✓	✓	✓
Annual Performance and Expenditure Report	✓	✓	✓
Public Participation/Education	✓	✓	✓
Tribal Involvement	✓	✓	✓
Long-Range Transportation Plan	✓	✓	✓
Transportation Improvement Program (TIP)	✓	✓	✓
Coordination with Other Planning Organizations	✓	✓	✓
Title VI Plan and Reporting	✓	✓	✓
Coordinated Public Transportation – Human Services Transportation Plan (CPT-HSTP)	✓		
Comprehensive Plan and Countywide Planning Policy Certification	✓		
Biennial RTP Review	✓		
Invite federally recognized tribes that hold reservation or trust land within the planning area to become voting members of the organization	✓		
Self-Certification		✓	✓
Transportation Performance Management		✓	✓
Annual Listing of Obligated Projects		✓	✓
Congestion Management Process			✓
Federal Certification Review (4-year cycle)			✓
Work identified to address corrective actions/recommendations from certification reviews			✓

Federal Emphasis Areas

The Federal Highway Administration and Federal Transit Administration have jointly issued updated [Planning Emphasis Areas](#). MPOs are asked to identify tasks that address these areas in their UPWPs.

The Planning Emphasis Areas are:

- Tackling the Climate Crisis
- Equity and Justice 40 in Transportation Planning
- Complete Streets
- Public Involvement
- Strategic Highway Network Coordination
- Federal Land Management Agency Coordination
- Planning and Environmental Linkages
- Data in Transportation Planning

For more information on the Federal Planning Emphasis Areas please reach out to FHWA and FTA with any questions.

State Emphasis Areas

The following emphasis areas have been identified by WSDOT as areas MPOs and RTPOs are requested to dedicate time and/or resources towards during state fiscal year 2024:

Administrative

WSDOT is requesting that MPOs and RTPOs consider the following:

- **Update RTPO Duties:** The Tribal and Regional Integrated Planning (TRIP) Office looks forward to continuing the effort to assess, analyze, and potentially adjust the duties of RTPOs as found in RCW 47.80. We want to work closely with RTPOs to make sure that we are all aligned on what is expected of RTPOs as well as identify areas where RTPOs can more effectively enhance regional transportation planning.
- **Make Public Documents Accessible:** Governing documents should be posted online. Governance documents are public documents and should be easily accessible on the MPO/RTPO website. These include Interlocal Agreements, bylaws, and policies. This practice also allows peer MPOs and RTPOs to look for good examples to follow when developing their governance documents.
- **WSDOT is committed to combatting racism and is working to enhance diversity, equity, and inclusion efforts.** We encourage MPOs and RTPOs to look for ways to make their planning processes more inclusive to members of historically underrepresented groups. Let us know how WSDOT can support your organization in these efforts.

Planning Collaboration

WSDOT will be developing multiple statewide plans during SFY 2024. MPOs and RTPOs are requested to set aside resources to collaboratively develop and/or review the plans. Plans and efforts expected to be developed during SFY 2024 include:

- **Statewide Carbon Reduction Strategy:** WSDOT will continue to coordinate with MPOs and RTPOs as it develops the statewide carbon reduction strategy into SFY 2024. The document will identify areas where WSDOT and its partners can work to reduce carbon emissions as well as provide a framework for the use of Carbon Reduction Program funding.
- **Multimodal Planning and Data Division Planning Activities:** WSDOT will be focusing on implementation of the Highway System Plan during the 23-25 biennium, public engagement for the legislatively directed performance-based project evaluation model, and an update of the statewide multimodal transportation plan. MPOs and RTPOs are requested to dedicate resources to coordinate on these efforts during the 23-25 biennium.
- **Public Transportation Division Planning Activities:** WSDOT's Public Transportation Division will be working on the State Transportation Demand Management Plan, the State Commute Trip Reduction Plan, and local Commute Trip Reduction plans, all of which will inform the development of the Statewide Public Transportation Plan. MPOs and RTPOs are encouraged to dedicate some resources to coordinate and collaborate with WSDOT's Public Transportation Division as they work on these efforts.

- The current administration is eager to implement federal greenhouse gas reduction target setting regulations. We encourage MPOs to work with WSDOT to be prepared to address the regulations if they are implemented.
- Comprehensive Plan Updates: Many cities and counties in Washington are ramping up efforts to update their comprehensive plans. WSDOT encourages MPOs and RTPOs to coordinate with WSDOT region planning offices in the review and support of the local agency comprehensive plan transportation elements. [WSDOT has developed a resource page for this effort.](#)
- Land Use and Transportation: WSDOT is also working to address the connection between land use and transportation. We encourage MPOs and RTPOs to engage in processes that address demand management and build or enhance transportation efficient communities through coordinated land use decision making.

Urban Areas Update

In SFY 2024 WSDOT will continue to work with MPOs, RTPOs, and FHWA to smooth urban area boundaries and revisit functional classification. With new designations of urban area boundaries, we will need to designate roadways that are at the periphery of the new geographies as either urban or rural. This work is expected to be completed in SFY 2023 but it may carry over into SFY 2024. Please reserve some resources to work with WSDOT as necessary.

Financial Accounting

If consultants will be used to implement portions of the UPWP, MPOs and RTPOs should clearly identify which tasks will be supported by consultants. The funds expected to be used for consultant contracts should also be identified. **WSDOT requests that a table of all expected consultant contracts also be included in the UPWP.**

If an MPO or RTPO anticipates utilizing STBG funds for planning efforts, please include a table in your UPWP that indicates expected STBG obligations and what they will be used for.

For more guidance on financial accounting in the UPWP, please see the Budget section or the SFY 2023 Performance and Expenditures Report section of this guidance document.

Budget

The UPWP should **identify the expected revenues and planned expenditures by fund type**. It should also **account for any federal funds that are being rolled over from the previous year**. Fund sources being used as match to federal funds should also be included in the financial table. In addition to FHWA PL and FTA 5303 funds, [23 CFR 450.308](#) requires that UPWPs list other federal funding that will be used for transportation planning. If the MPO or RTPO expects to use Surface Transportation Block Grant funds to supplement its program, they should be individually identified in the funding table as well.

Toll credits are available to use as match to federal transportation planning funds. MPOs and RTPOs that intend to utilize toll credits should clearly articulate that and identify which funds and/or tasks that will utilize 100% federal share in the summary budget table.

Two sample tables, *Revenues by Fund Type* and *Expenditures by Task*, have been prepared for your consideration and are included in Appendix A – Sample Financial Tables (excel files containing the example budget tables are available upon request). It is not required that your financial tables be

formatted in this way, but WSDOT requests that each MPO/RTPO provide a comparable level of financial detail.

Amending the UPWP

MPOs and RTPOs should document their amendment process in their UPWPs, including when an amendment is needed. The TRIP Office approves UPWP amendments for RTPOs and MPOs. Your Regional Coordinator in TRIP is always available to assist in the amendment process. For cases when it is unclear whether a formal UPWP amendment is needed, MPO and RTPOs should work with their Regional Coordinator.

SFY 2023 Performance and Expenditures Report

The Performance and Expenditures Report should summarize key accomplishments and progress made on approved UPWP tasks, programs, and planning activities. The quarterly/monthly invoice detail provides useful information when developing the annual report.

WSDOT is required by [23 CFR 420.117](#) to submit MPO annual performance and expenditure reports to FHWA and FTA, including a report from each MPO, which contain at a minimum:

- Comparison of actual performance with established goals
- Progress in meeting schedules
- Status of Expenditures in a format compatible with the work program, including a comparison of budgeted amounts and actual expenditures
- Cost overruns or underruns
- Approved work program revisions
- Other pertinent supporting data

If actual expenditures vary considerably from the UPWP budgeted amount, please provide a brief explanation for the variance.

As much as possible, when creating the annual performance and expenditures report, please try to mirror the formatting and organization used in the UPWP. **Please consider including a table that summarizes overall budgeted versus actual expended amounts.**

SFY 2023 performance and expenditure reports are due to WSDOT by September 30, 2023, for all Washington MPOs and RTPOs except for Lewis-Clark Valley MPO, whose performance and expenditure report is due by December 31, 2023.

UPWP Development Schedule

Key Date	Key Action and Responsible Agencies
On or before December 31, 2022	WSDOT Tribal and Regional Integrated Planning Office (TRIP) provides estimated planning funding allocations to MPOs and RTPOs for SFY 2024.
Winter 2023	WSDOT TRIP schedules UPWP coordination meetings among WSDOT, FHWA, FTA, and the MPOs/RTPOs (as applicable).
Three weeks prior to date of onsite coordination meeting	MPOs send draft UPWPs electronically to the WSDOT TRIP Office, FHWA and FTA. RTPOs send draft UPWPs electronically to the WSDOT TRIP Office. Note: draft UPWPs should include preliminary budget information.
April - May 2023	WSDOT TRIP, Public Transportation Division, WSDOT Region Planners, FHWA, and FTA representatives meet with MPOs to discuss the draft UPWPs. <i>Note: WSDOT will meet separately with RTPOs not affiliated with MPOs during this same time period.</i>
May - June 2023	MPOs and RTPOs take final UPWPs to Policy Boards for adoption.
June 15, 2023	MPOs and RTPOs submit the adopted UPWPs electronically to the WSDOT TRIP Office.
June 22, 2023	WSDOT TRIP Office submits MPO adopted UPWPs electronically to FHWA/FTA for approval
June 30, 2023	FHWA/FTA UPWP issue formal approval
July 1, 2023	Approved SFY 2024 UPWP work begins

Coordination Meeting and Draft Agenda

For your convenience, we are providing an agenda template for the spring MPO/RTPO UPWP coordination meetings. **Please modify this sample agenda as appropriate and distribute before the meeting.**

These meetings typically last approximately 2 hours, based on the need for discussion, and will be scheduled in the spring of 2023. These meetings may be held virtually, in-person, or in a hybrid format.

Agenda Template

SFY 2024 Unified Planning Work Program Coordination Meeting

#	Topic	Responsible Organization
1.	Introductions, Meeting Objectives	WSDOT
2.	MPO/RTPO Presentation a. Successes and Key Accomplishments - SFY 2023 (please identify 3-5 key accomplishments to share) b. Major work in progress c. Issues and challenges facing the MPO/RTPO d. Overview of membership, organizational structure, and decision-making processes e. Tribal consultation process f. Federal performance measures and target-setting/Performance Based Planning and Programming and Transportation Performance Management	MPO/RTPO (no more than 20 mins)
3.	Overview of the proposed SFY 2024 Unified Planning Work Program	MPO/RTPO
4.	How can the federal and state team assist more?	All
5.	Federal Agency Feedback <ul style="list-style-type: none"> Provide comments and feedback 	FHWA and FTA
6.	State Feedback <ul style="list-style-type: none"> Provide comments and feedback 	WSDOT
7.	Next Steps <ul style="list-style-type: none"> Any follow up action Policy Board adoption date 	All
8.	Closing Comments	All

Appendix A – Sample Financial Tables

Sample Expenditures by Task Table

Note: the table below is only an example. Please only use rows and columns that are relevant to your UPWP

APPENDIX A															
SFY XXXX Unified Planning Work Program Proposed Budget (MPO / RTPO)															
Task Code	Task Description	FHWA - PL			FHWA - STBG			FTA - 5303			STATE - RTPO	TASK FUNDING SUMMARY			
		Total 100%	PL 86.5%	Local Match 13.5%	Total 100%	STBG 86.5%	Local Match 13.5%	Total FTA 100%	FTA 86.5%	Local Match 13.5%		FEDERAL	STATE - RTPO	LOCAL	TOTAL
	Element 1														
	Task A		0	0		0	0		0	0		0	0	0	
	Task B		0	0		0	0		0	0		0	0	0	
	Task C		0	0		0	0		0	0		0	0	0	
	Task D		0	0		0	0		0	0		0	0	0	
	Administration Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Element 2														
	Task E		0	0		0	0		0	0		0	0	0	
	Task F		0	0		0	0		0	0		0	0	0	
	Task G		0	0		0	0		0	0		0	0	0	
	Task H		0	0		0	0		0	0		0	0	0	
	Transportation Planning Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Element 3														
	Task I		0	0		0	0		0	0		0	0	0	
	Task J		0	0		0	0		0	0		0	0	0	
	Task K		0	0		0	0		0	0		0	0	0	
	Data Collection and Analysis Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Element 4														
	Task L		0	0		0	0		0	0		0	0	0	
	Task M		0	0		0	0		0	0		0	0	0	
	Task N		0	0		0	0		0	0		0	0	0	
	Transportation Improvement Program (TIP) Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
	RTPO Planning Duties (in addition to the above requirements)														
	Task O												0	0	
	Task P												0	0	
	Task Q												0	0	
	Task R												0	0	
	Task S												0	0	
	RTPO Planning Duties Total										0		0	0	
	UPWP TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	

Sample Expenditures and Revenues by Fund Type Table

Note: The table below is an example. Please only use rows and columns that are consistent/relevant to your UPWP

Expenditures and Revenue by Fund Type									
Federal Funds									
Funding Source	Element 1	Element 2	Element 3	Element 4	Total Estimated SFY XXXY Expenditures	Carry Forward from XXXX	Estimated New Revenue for SFY XXXY	Total Revenue Available	Est. Carry Forward to XXXZ
FHWA PL					0			0	0
Local Match 13.5%					0	N/A	N/A	N/A	
FTA 5303					0			0	0
Local Match 13.5%					0	N/A	N/A	N/A	
FTA 5310					0	N/A		0	N/A
FHWA STBG Planning Federal Funds					0	N/A		0	N/A
Local Match 13.5%					0	N/A	N/A	N/A	
Total	0	0	0	0	0	0	0	0	0
State Funds									
	Element 1	Element 2	Element 3	Element 4	Total Estimated SFY XXXY Expenditures	Carry Forward from XXXX	Estimated New Revenue for SFY XXXY	Total Revenue Available	Est. Carry Forward to XXXZ
RTPO					0	N/A			N/A

Appendix B: Get Hip with TRIP

Cliff Hall



After more than 20 years working as a liaison between MPOs, RTPOs, and WSDOT, Cliff is planning on retiring in early 2023. He's been instrumental in shepherding agreements, processing TIP amendments, establishing

context, and providing astute "Cliffisms" that help this work move forward. Cliff will leave a void in the Tribal and Regional Integrated Planning Office that will be difficult to fill. Cliff has set standards in professionalism, wisdom, and practicality, that will serve the TRIP Office and WSDOT for years to come.

Megan Nicodemus

Megan is WSDOT's Tribal Liaison for the eastern portion Washington state. One quarter of Megan's time is spent helping TRIP work to improve and increase tribal coordination, facilitate the Tribal Transportation Planning Organization, and manage the National Tribal Transportation Facilities Inventory. While not assigned as a liaison to any particular organization, Megan is happy to help with tribal coordination issues for any of our partner MPOs and/or RTPOs. Megan has been with WSDOT since 2007 and a Washington state employee for over 20 years and she is an active member of the Coeur d'Alene Tribe.

Anna Ragaza-Bourassa



Anna joined the TRIP team in October of 2019! Prior to a brief stop in WSDOT's Eastern Region Planning Office, Anna was a key member of Spokane Regional Transportation Council's staff

for more than 15 years. Anna spends most of her free time trying to keep up with her two sons and loves camping, huckleberry picking, yoga, and long bike rides.

Gabe Philips



Gabe has been in the Tribal and Regional Integrated Planning Office since April of 2019. Before that he worked in WSDOT's Public Transportation Division, Skagit Council of

Governments, and worked as a consultant. He has a keen interest in regional transportation planning, governance, and collaboration. In his free time, Gabe enjoys doing DIY projects, playing board games, and likes the *idea* of mountain biking.



With the retirement of Cliff Hall and departures of Doug Cox and Elissa Jellison, the TRIP Office will look and feel new in SFY 2024. At the time of this writing, we are actively recruiting to fill the three positions. We're hoping to find enthusiastic and knowledgeable team members to supplement what we consider to be the greatest team ever assembled. We look forward to strengthening our team to better serve the MPOs and RTPOs in Washington.

Regional Transportation Planning Activities with Federal Funding in the 2023-2026 Regional Transportation Improvement Program

Project Sponsor	Project ID	Project Title	Funding Source	Federal Funds	Total Cost of Planning Phase
King County	KGCO-172	332nd Ave SE Corridor Traffic Safety Study	STBG(UL)	\$324,375	\$375,000
Pierce County	PCO-197	TDM Support for Communities, Businesses, and Commuters	CMAQ	\$900,000	\$1,200,000
PSRC	PSRC-11	Rural Town Centers and Corridors--Planning & Capital Program	STBG(UL)	\$6,090,000	\$7,040,462
PSRC	PSRC-24	Regional Transportation Planning and Programming, FY24-25	5307(Urban), STBG(UL)	\$2,250,000	\$5,437,140
PSRC	PSRC-25	Regional Transportation Planning and Programming, FY26-27	STBG(UL)	\$2,000,000	\$2,312,192
PSRC	PSRC-26	Equity Pilot Program	STBG(UL)	\$6,010,000	\$6,947,976

Appendix D

*PSRC Fiscal Years 2022-2023 Highlights
(To be added at completion of FY2023)*

Fiscal Years 2022-2023 Highlights (July 1, 2021 – June 30, 2023)

Following are brief highlights of the agency's major accomplishments during FY 2022-2023. Additional information is available in the Puget Sound Regional Council's 2021 and 2022 Annual Reports.

With the adoption of the Regional Transportation Plan last May, the update cycles of all three of the region's long-range plans are now in sync. The alignment of VISION 2050, the Regional Transportation Plan, and the Regional Economic Strategy gives our work performance a strategic advantage reflected in the quality of our accomplishments this year. In addition, PSRC continued to deliver on its core mission of advancing racial equity, providing planning resources, transportation funding and regional data, and the bringing regional leaders to work together on key challenges.

Regional Growth, Economic Development, and Transportation Planning

The **Equity Advisory Committee (EAC)**, a cross-sector working group of residents, government and community-based organizations in the Puget Sound region representing BIPOC communities has been in place for two years. The EAC is co-creating a **Regional Equity Strategy** to provide targeted tools and guidance for PSRC staff and member jurisdictions to help address racial disparities and the needs of marginalized groups in the region. Activities have included:

- Creation of Equity work plan to map the resources to be developed to help reach the region's equity goals.
- Developed an Equity Pilot Program to be launched in fall of 2023 award \$6 million of federal transportation funds to deploy and test improvements in the evaluation of equity in future grant competitions.
- Four joint board session trainings on Racial Equity, covering topics like implicit bias, structural and institutional racism, and the Affirm Counter Transform (ACT) method to enable transformative conversations about race
- Resources to include equity in comprehensive planning.
- Analysis of internal procurement and human resources processes with changes made to include BIPOC businesses and job applicants.
- Adoption of compensation policy for community members

The long-range **Regional Transportation Plan (RTP)** for the central Puget Sound region was adopted on May 26, 2022. The RTP implements the region's growth plan, [VISION 2050](#). The plan meets all state and federal requirements and is based on the latest data, adopted land use assumptions, and technical tools. Implementation efforts include:

- Successfully competed for a \$4.9 million grant through the U.S. Department of Transportation's Safe Streets and Roads for All (SS4A) Grant Program to lead regional and local safety plan development. PSRC applied for a second round of the competitive funding .
- Regional Safety Summit held on June 29 where 140 diverse voices heard from national speakers leading the charge for a Safe Systems Approach, and local experts shared data and trends on road safety in the Puget Sound region.
- Working with the Puget Sound Clean Air Agency the on a regional climate action plan to lay the groundwork for substantial implementation funding for the region from the Environmental Protection Agency.

- New Regional Electric Vehicle Collaborative Clearinghouse Website created in partnership with the Puget Sound Clean Air Agency to help local planners and decision makers find the resources needed to prepare for the influx of electric vehicles. This includes information on installing EV chargers, adding electrification aspects in updated comprehensive plans and codes, and learning about the benefits of EVs.

VISION 2050 supports thriving communities, a healthy environment and a strong economy as the region grows by an anticipated 1.8 million people and 1.2 million jobs over the next three decades. VISION 2050 provides a framework for long-range planning by PSRC and the region’s jurisdictions, transit agencies and other partners. Implementation efforts include:

- **Regional Housing Strategy**

Adopted in February 2022, the Regional Housing Strategy is a “playbook” of regional and local actions to preserve, improve, and expand housing stock in the region. It will help guide and support upcoming local comprehensive plan updates by providing data, guidance, and technical assistance to adopt best housing practices and establish coordinated local housing and affordable housing targets. Implementation efforts include:

- **Statewide Housing Public Opinion Survey:** We partnered with the Washington State Department of Commerce to conduct a statewide housing public opinion survey. The survey showed that housing costs and homelessness are the top issues in Washington State. Nearly 80% of respondents said they wanted more housing options for seniors, teachers, fire fighters and healthcare workers in their community. Those surveyed also strongly supported more diverse housing types with almost 60% agreeing that multi-family housing like triplexes, should be allowed in single family zones when other standards like height and set-backs are met.
 - **Housing Incentives and Tools Survey:** PSRC surveyed local jurisdictions about housing incentives and tools they are using. Cities and counties reported that many are implementing strategies to improve housing affordability like enacting the Multifamily Tax Exemption and reducing parking requirements. The survey results provide an understanding of policies in place across the region to address housing supply, stability and subsidy.
 - **Housing Opportunities by Place:** Recognizing that one strategy doesn’t work for everyone, PSRC developed a place typology to help identify housing actions based on local conditions. A typology is a way to retain a commonality of approach regionally while tailoring recommendations to specific locations based on local needs and opportunities. It assesses existing community conditions and identifies appropriate tools and actions to support housing access and affordability now and as places change and grow.
 - **2022 Monitoring Report:** The Monitoring Report of the first year of the strategy showed that households in the central Puget Sound region still struggle to find housing that fits their income in a competitive and expensive market. Rents and home values have risen steeply, while home ownership is less likely for Black and Hispanic/Latinx households. Middle density housing, which is often more affordable than other housing forms, is hard to find.
- **Comprehensive Planning Support:** VISION 2050’s multicounty planning policies, actions, and regional growth strategy guide how and where the region grows through 2050, setting the stage

for updates to countywide planning policies and local comprehensive plans done by cities and counties. PSRC created a number of resources to help support members and implement VISION 2050 through this work. This includes:

Passport to 2044 Series

PSRC teamed up with the Washington State Department of Commerce and the Municipal Research and Services Center to host a series of online workshops to support the comprehensive plan periodic updates. The sessions covered:

- Comprehensive Plan Workshop Series Kickoff
- Climate Change
- Economic Development
- Transportation
- Housing: Need and Capacity
- Housing: Racially Disparate Impacts
- Equity Resources for Local Plans & Equitable Community Engagement
- Coordination with Tribes
- Planning for Critical Areas
- Transit-Oriented Development and Centers
- Comprehensive Plan Overview for Elected Officials and Planning Commissions

Guidance and Resources from PSRC

PSRC published several resources to help local jurisdictions with the various elements of their comprehensive plans. These included:

- Climate Change and Resilience Guidance
 - Community Profiles Data Tool
 - Coordination with Tribes in Comprehensive Planning
 - Economic Development Element Guide
 - Equitable Engagement for Comprehensive Plans
 - Housing Element Guide
 - Incorporating Transit-Oriented Development Into Comprehensive Plans
 - Planning Stormwater Parks
- Transportation Guidance

The **Regional Economic Strategy** was adopted In December 2021 to establish a strategic blueprint for regional collaboration in King, Kitsap, Pierce and Snohomish counties and allows local jurisdictions and eligible organizations to qualify for funding under U.S. Economic Development Administration programs, including programs created in response to the pandemic. Implementation efforts include:

- **2022 update to the *Washington State Space Economy report*.** The report showed that business activities tied to direct, indirect and induced impacts of the space industry contributed an estimated \$4.6 billion in economic activity to Washington communities in 2021. This supports a total of 13,100 jobs and \$1.6 billion in labor income overall.
- **Workforce Recovery Planning:** PSRC provided actionable regional labor market information to a broad array of stakeholders on in-demand industries and occupations and related training programs to help the region recover from the economic impacts of the pandemic. The findings helped to identify four industries showing high demand for workers over the next decade: construction, manufacturing, healthcare, and information. The final report identifies challenges

and opportunities for increasing the talent pool diversity in these industries as well as including recommendations to increase access among underrepresented groups. The project also identified a set of 12 occupations in the four industries that provide growing career opportunities, with strong wages for workers in the region.

- **Arts and Culture Economic Recovery Strategy:** The pandemic had a disproportionate impact on the region's arts and culture industry due to the in-person nature of activities and events that are critical to their business models and revenue streams. PSRC leveraged funding from the CARES Act to develop strategies to help the arts and culture industry and workforce build resiliency. The strategy guides the region toward a vision for arts and culture that is transformed, equitable, and sustainable. It includes meaningful investment in cultural workers to recognize their unique and irreplaceable contributions to our society and economy and placemaking. The vision also emphasizes the need for a new business model for the arts, a sustainable one that enables collaboration for the greater good.
- **Americas Competitiveness Exchange (ACE):** PSRC and the Washington State Department of Commerce welcomed 60 senior-level government, business, policy and economic decision makers from across the Americas to the Greater Seattle area to get a first-hand look at the region's economic, innovation and entrepreneurship ecosystem. This event was organized in partnership with Global Seattle Partners, United States Economic Development Administration, International Trade Administration and Department of State. The ACE program is the premier economic development, innovation and entrepreneurial network for leaders from across North and South America. We are grateful for the support of the ACE visit by the Washington State Department of Commerce.
- **Kitsap Regional Connections Tour:** The Economic Development Board hosted a Regional Connections Tour in Kitsap County, an all-day event that highlighted recent economic development efforts in Bremerton, Suquamish and Bainbridge Island.

Learning and sharing at TOOLBOX sessions

PSRC hosts peer networking events focused on best practices and resources for local planning and implementation. Recent topics included:

- : Industrial Lands - June 2022
- : Advancing Equity, Health, and Resiliency with Stormwater Parks - November 2022
- Equitable Engagement for Comprehensive Plans: Tools and Strategies for Local Jurisdictions - October 2021
- Mobile Home Parks: The Region's Invisible Affordable Housing - July 2021

Transit integration

Transit integration: PSRC published Transit Integration reports in 2021 and 2022 documenting transit coordination activities underway and anticipated in the central Puget Sound region.

Moving transit-oriented development forward

- Coinciding with the opening of three new light rail stations, PSRC hosted the event *Breaking Down Barriers to Transit-Oriented Development* in October 2021. National and local speakers gave presentations during the morning webinar and the afternoon featured in-person walking tours of Lynnwood City Center, Seattle's Northgate Link and Tacoma's Hilltop neighborhood.
- PSRC joined ULI: Northwest to host the *Incentives for TOD: TIF and Other Financing Tools* on April 29, 2022. The event featured information about financing tools for equitable TOD, including tax

increment financing (TIF) a financing tool that local governments use to fund public infrastructure in targeted areas to encourage private development and investment.

- PSRC also hosted *TOD For All: Planning for 1 Million+ New People Near Transit* on October 21, 2022 to help the region prepare for the new residents expected to live near high-capacity transit by 2050. This event featured walking tours of new light rail station neighborhoods and brought together industry and community leaders to explore innovative techniques and best practices for building and sustaining equitable transit communities that are accessible to all people and that help achieve the region's vision for growth.

PSRC Funding and Transportation Improvement Program

A key role of PSRC is to secure federal transportation funding for the region's communities. This work includes maintaining the Regional Transportation Improvement Program (TIP) that ensures transportation projects meet state and federal requirements and help achieve the region's transportation goals.

Other major funding and related activities during FY 2022-2023 included:

- Adopting the Policy Framework for PSRC's federal funds in January 2022, which established the policy guidance and procedures for PSRC's 2022 funding process.
- Completing the 2022 project selection process for PSRC's federal funds, leading to the adoption of the 2023-2026 Regional Transportation Improvement Program
- Continuing to maintain and enhance the project-tracking system to monitor progress of projects receiving PSRC's federal funds and ensure federal targets are met.
- Working with the Equity Advisory Committee to establish the Equity Pilot Program for PSRC Funds.
- Working with leadership to develop a new, more equitable formula for PSRC's Federal Transit Administration Funds.

Regional Data and Analysis, Modeling and Technical Support

PSRC staff continued to offer high quality data and modeling to the region's jurisdictions and to support major regional planning efforts, including VISION 2050 and the Regional Transportation Plan. PSRC also continued to collect and provide data to support regional and local planning needs, including population, housing and employment estimates, American Community Survey products, regional parking inventory results, and Geographic Information Systems products.

PSRC maintains four primary models that forecast future land use and travel conditions:

- SoundCast activity-based travel model
- A macroeconomic model of the four-county region
- UrbanSim land use modeling suite
- Travel demand model known as 4K Puget Sound

Regional Household Travel Survey: PSRC's household travel survey is conducted every two years to collect data on the travel patterns of people living in the region. Having a more complete picture of travel behavior makes PSRC's forecasts more accurate and helps produce better plans for the future. In 2022, staff published final data from the 2021 wave of the survey and produced a series of data stories highlighting findings related to displacement, travel by people of color, ride-hailing and car-sharing, and

household deliveries and online shopping. PSRC launched the 2023 household travel survey in April 2023.

Heritage Month Trends: PSRC has been analyzing data with the goal of understanding the state of the region's BIPOC community, sharing this information through a series of blog posts and Puget Sound Trends on access to transportation, housing, and employment.

Performance Measures and Dashboard: PSRC is working to develop a performance dashboard for the Regional Transportation Plan. The goal is to monitor and report on various performance measures related to plan implementation including, but not limited to, emissions, safety, active transportation, finance, vehicle miles traveled and transit ridership.

Data Portal: PSRC debuted its new data portal in summer of 2022. The portal makes our most requested regional GIS and tabular data easily accessible, explorable, and downloadable.

Community Profiles Dashboard: The new dashboard provides member jurisdictions with a visual and easily viewable presentation of Census data from the 5-year American Community Survey in an accessible, web-based portal.

Data Team Wins Hackathon: Our Data Science Team placed first in a national hackathon competition for the new Census Transportation Planning Products (CTPP) data application programming interface (API). The Data Team created a web-based application called CTPP explorer, which maps the commute mode data for the Puget Sound region.

2022 Census Workshops: PSRC worked with the Census Bureau to host two online workshops covering a wide range of useful Census data products and resources for supporting local planning work, including new equity data resources, such as the COVID-19 Hub and the My Community Explorer.

Additional Agency Highlights

Workshop for Newly Elected Officials: In January 2022, PSRC conducted its biennial workshop for newly local elected officials focusing on regional issues and how local officials can engage in regional efforts.

Accounting and Finance: In 2023 PSRC received its eleventh clean annual audits in a row. The audits covered the financial statements for both PSRC and the Central Puget Sound Economic Development District, and accountability and federal grant compliance for PSRC. PSRC also received Distinguished Budget Awards in all three years from the Government Finance Officers Association.

Human Resources: PSRC works to ensure the agency continues to have a talented, diverse workforce. The agency annually reviews affirmative action plans. A group of PSRC staff continue to participate in the Government Alliance on Race and Equity (GARE) Northwest. PSRC conducts an annual employee survey that provides valuable input. The agency continues to focus on employee compensation, professional development opportunities, growth opportunities, and cross-team communication. PSRC also annually updates the Leadership Continuity plan, identifying the short-term and long-term career goals of key staff members.

Information Systems: PSRC's IT staff provided essential support especially in the transition to a hybrid remote and in-person workplace, both for solitary work, team work, and meetings as well as for all of PSRC's boards and committees. IT have also been working to prepare for the move to PSRC's new office space.

Information Center: The Information Center continued to ensure efficient access to agency information by answering reference questions for members of the public and staff, distributing agency publications in print and via the website, and responding to public records requests.

Communications: PSRC staff provided editorial and graphic design services for a variety of communications and outreach materials, including major plans and reports, presentations, display boards for public meetings, and board meeting communications. The agency worked to share information and resources with the broader public and news media through blog posts, email newsletters, social media, and news releases.

2023 Legislative Agenda: PSRC adopted a set of recommendations to the Washington State Legislature. The legislative agenda advocated for our core plans and programs to sustain and improve transportation funding, increase housing choices and affordability, significantly reduce greenhouse gas emissions, and support a strong economy. Staff have regularly briefed the boards on the status of legislation related to these goals and provided in-depth analysis of bill impacts for legislators and our members.

New Website: PSRC launched a new website featuring new data and navigation tools, streamlined meeting information, and improved interactivity. The website was designed to be accessible and inclusive and can be translated into over 100 languages.

Public Participation Plan: In spring 2023, PSRC adopted a new Public Participation Plan with outreach tools that will be used to encourage and collect public input on development of the Regional Transportation Plan, Regional Economic Strategy, Regional Housing Strategy, Regional Equity Strategy, and other planning initiatives.

Title VI: PSRC continued to evaluate Title VI activities throughout the agency and provided an annual report on Title VI compliance to the Washington State Department of Transportation. Staff increased visibility of language translation services and accessibility accommodations available to the public on the new website.

VISION 2050 Awards Program: The agency presented VISION 2050 awards in summer/fall 2022, honoring innovative projects, programs and plans that help achieve the region's growth strategy and launched the program for 2023.

Appendix E

Glossary of Financial Terms

Frequently Used Acronyms

Glossary of Financial Terms

Accounting System – The total set of records and procedures that are used to record, classify, and report information on the financial status of an entity or fund during a specific time period. PSRC uses Microsoft’s Dynamics SL accounting software for almost all of its accounting. This is a computerized, integrated accounting system that provides the basic financial information and detailed reporting. In addition, PSRC uses excel spreadsheets for additional reporting, particularly for reconciliation and analysis of accounting information.

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Approved Budget – The official expenditure plan of PSRC as authorized by the General Assembly for a specified Biennium.

Amended Budget – A budget that includes PSRC and granting agencies authorized changes to the original adopted budget.

Balanced Budget – A balanced budget is defined where PSRS’s estimated expenditures match PSRC’s estimated available revenue. PSRC cannot plan to spend more than is available.

Benefits – Federal and State mandated employee benefits and other Regional Council approved programs such as health insurance, dental, retirement, etc. PSRC is a member of the Washington State Department of Retirement Systems (DRS).

Capital Budget – A financial plan for projected capital projects (i.e., a building) containing estimated expenditures and revenues to cover those expenditures for a specified period of time.

Capital Expenditures – Expenditures related to acquiring or maintaining fixed assets, such as land, buildings and equipment.

Contingency – Unallocated appropriations for unanticipated expenditures.

Direct Costs – Expenses specifically traceable to specific goods, services, or programs. Direct expenses differ from indirect expenses in that the latter cannot be specifically traced and so must be allocated on a systematic and rational basis.

DRS – The Washington State Department of Retirement Systems, of which most state employees, school districts, political subdivisions, and council of governments in Washington are members.

Encumbered Carryforward – A reserve of financial resources for work in a prior year that are brought forward to a subsequent fiscal year.

Expenditures – The total amount of funds paid out by PSRC to acquire various goods and services.

Fiscal Year (FY) – The period designated for the beginning and ending of transactions. PSRC sets this period as beginning July1 and ending June 30.

Fringe Benefits – Non-salary employee compensation.

Full Time Equivalent Positions (FTE's) – The amount of staff resources dedicated to a function converted to a decimal equation related to a full-time position. PSRC budgets 1832 hours for a full-time position with the remaining hours attributed to Holidays or Personal Time Off which is budgeted under benefits.

Fund – A fiscal and accounting entry with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances, and changes therein, are recorded and segregated to carry on specific activities to attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – The amount of resources remaining in a fund when revenues exceed expenditures.

Funds – An accounting entity with a self-balancing set of accounts in which financial resources, related liabilities and residual equity or balances, are recorded and segregated for specific activities or to attain certain objectives in accordance with regulations, restrictions, or limitations.

General Fund – This fund is used to account for the general operations and activities of PSRC not requiring the use of other funds.

General Assembly – The governing body of the PSRC made up of all mayors, county executives, commissioners, and councilmembers of PSRC member jurisdictions which meets at least annually to vote on major decisions, establish the budget and elect new officers.

Generally Accepted Accounting Principles – Generally Accepted Accounting Principles (GAAP) which refer to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditures of funds.

Grant – A contribution by a government or other organization to support PSRC programs as authorized by the General Assembly.

Indirect Cost – Those elements of cost necessary in the production of a good or service which are not directly traceable to the product or service. Usually these costs relate to objects of expenditure that do not become an integral part of the finished product or service, such as rent, insurance, and audit services. PSRC files an indirect cost plan annually with the Federal Transportation Administration. Approval of this plan, allows PSRC to be reimbursed throughout the year at the approved rate.

In-Kind Contributions – Match requirements met by non-monetary means.

Line-Item Budget – A traditional budget format. Costs included in a line-item budget include items such as personnel, benefit costs, indirect costs (overhead), direct, and consultants that are allocated to specific program functions.

Modified Accrual – A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

One-time – Refers either to revenues or expenditures and denotes budget items that will only have an impact for one fiscal year.

Ongoing – Refers either to revenues or expenditures. Ongoing items are expected to impact budgets for several years, if not indefinitely.

Operating Budget – A financial plan for providing day to day cost of performing PSRC programs for a specified period of time, usually a biennial period.

Paratransit – Any type of public transportation that is distinct from conventional transit, such as flexibly scheduled and routed services such as airport limousines, carpools, etc.

Performance Measure – A target or result to accomplish during a one-year time frame (or other time frame as noted) which is specific, measurable, realistic, and consistent with overall departmental and organizational goals. Data is subsequently collected to determine how effective or efficient a program is in achieving its overall goals.

Personnel Cost – A category of expenditures for employee salaries and related taxes benefits.

Program – An organized set of activities directed toward a common goal proposed by an organization to carry out its responsibilities.

Program Budget – A budget that shows all costs related to providing a particular program.

Restricted Reserves – Resources including monies, the use of which is restricted by legal or contractual requirements.

Revenues – The gross income received by PSRC to be used for the provision of programs.

Special Revenue Funds – These funds account for the use of revenues earmarked for a particular purpose.

Task – A task is the lowest level in the PSRC Unified Planning and Work Program (UPWP) and Biennial Budget structure. The most specific service performed for the purpose of accomplishing a program for which PSRC is responsible.

Unencumbered Carryforward – Grant award available to pay current or future fiscal year expenditures.

Unified Planning Work Program and Budget - The UPWB and Biennial Budget is prepared biennially by PSRC program staff to describe the regional planning activities that will be conducted during the coming biennium. The report highlights the accomplishments of the prior biennium and identifies the goals, objectives, and new projects that PSRC will pursue in the new biennium.

The UPWP details the regional activities that PSRC conducts and coordinates with federal and state grantors and local participating agencies. Information about how these planning activities will be administered is included in the UPWP and Biennial Budget.

Frequently Used Acronyms

Organizations

AMPO – Association of Metropolitan Planning Organizations

AMPORF – Association of Metropolitan Planning Organizations Research Foundation

FHWA – Federal Highway Administration

FTA – Federal Transit Administration

GFOA – Government Finance Officers Association

NACSLB – National Advisory Council on State and Local Budgeting

OFM – Office of Financial Management

PSRC – Puget Sound Regional Council

RSC – Regional Staff Committee

WSDOT – Washington State Department of Transportation

Committees

BPAC – Bicycle/Pedestrian Advisory Committee

FAST – FAST Freight Advisory Committee

FMRT – Freight Mobility Roundtable

GMPB – Growth Management Policy Board

LUTAC – Land Use Technical Advisory Committee

MUG – Model Users Group

RFPC – Regional Food Policy Council

RPEC – Regional Project Evaluation Committee

RSC – Regional Staff Committee

RTF – Regional Technical Forum

RTOC – Regional Traffic Operations Committee

RTOD – Regional Transit-Oriented Development Committee

SNTC – Special Needs Transportation Committee

TOC – Transportation Operators Committee

TPB – Transportation Policy Board

Growth Related Terms

FLU – Future Land Use

GTC – Growing Transit Communities

LUV – Land Use Vision

MPP – Multicounty Planning Policies

MPO – Metropolitan Planning Organization

RGS – Regional Growth Strategy

ROSS – Regional Open Space Strategy

SEPA – State Environmental Policy Act

Transportation Related Terms

BIL – Bipartisan Infrastructure Law (aka Infrastructure Investment and Jobs Act)
CMP – Congestion Management Process
CTR – Commute Trip Reduction
FAC – Freight Advisory Committee
FAST ACT– Fixing America’s Surface Transportation Act
FAF – Freight Analysis Framework
HOV – High Occupancy Vehicle
IJA – Infrastructure Investment and Jobs Act
ITS – Intelligent Transportation System
LOS – Level of Service
MAP-21 – Moving Ahead for Progress in the 21st Century
RTPO – Regional Transportation Planning Organization
SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
STBGP – Surface Transportation Block Grant Program
TDM – Transportation Demand Management
TIP – Transportation Improvement Plan
TOD – Transit Oriented Development
WSF – Washington State Ferries
WTP – Washington Transportation Plan

Economic Related Terms

CPSEDD – Central Puget Sound Economic Development District
EDA – Economic Development Administration
IRBC – International Regional Benchmarking Consortium
RES – Regional Economic Strategy

Data Terms

CTPP – Census Transportation Planning Package
GIS – Geographic Information System
LIDAR – Light Imaging, Detection and Ranging

Miscellaneous

CFR – Code of Federal Regulation
CY – Calendar Year
FY – Fiscal Year
GMA – Growth Management Act
RCW – Revised Code of Washington
UPWP – Unified Planning and Work Program
USC – United States Code