



# WASHINGTON STATE ROAD USAGE CHARGE

Steering Committee Update  
Forward Drive Project

Technical difficulties?  
Call or text Darcy Edmunds, 518-396-9766

# Zoom Interface and Controls

**Update your Zoom name if needed**

**Remain on mute when not speaking**

**Raise your hand to speak**

The image shows a Zoom interface with several controls highlighted by red boxes and arrows. A red arrow points from the text 'Update your Zoom name if needed' to the 'More >' button in the 'Participants (1)' list. Another red arrow points from 'Remain on mute when not speaking' to the 'Unmute' button in the bottom toolbar. A third red arrow points from 'Raise your hand to speak' to the 'Raise Hand' button in the bottom toolbar. The 'Participants (1)' list shows 'Shivam ... (Host, me)' with 'Mute' and 'More >' buttons. The bottom toolbar includes 'Unmute', 'Stop Video', 'Participants', 'Chat', 'Share Screen', 'Record', 'Reactions', and 'End'.

Technical difficulties? Call or text Darcy Edmunds, 518-396-9766

# Agenda

- |          |   |
|----------|---|
| 10 AM    | Welcome and Introductions                                   |
| 10:10 AM | Recap of 2020 RUC Recommendations and Legislative Direction |
| 10:20 AM | Forward Drive Research: Work Plan for 2020-2021             |
| 11:00 AM | Break   |
| 11:05 AM | Forward Drive Testing: Work Plan for 2022-2023              |
| 11:20 AM | RUC Steering Committee Future Plans & Role                  |
| 12:00 PM | Adjourn   |

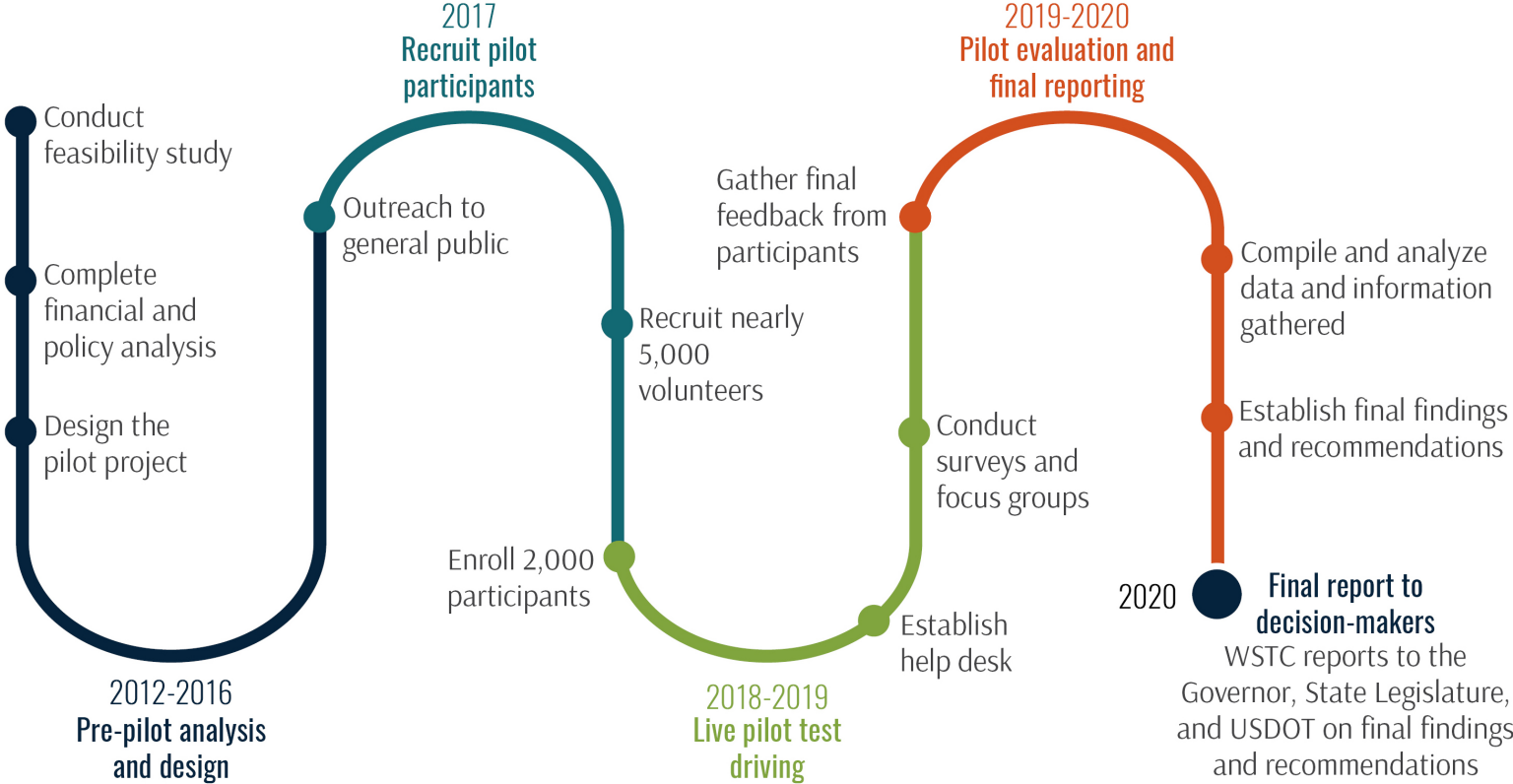
# RECAP OF 2020: RUC RECOMMENDATIONS AND LEGISLATIVE DIRECTION

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Jeff Doyle  
Milestone Solutions



# The WA RUC Assessment & Pilot Project Journey, 2012 – 2020



# Roles in Assessing, Recommending and Deciding RUC in Washington

## WA RUC Steering Committee MEASURES...

- Oversee all research to ensure it is thorough and accurate
- Identify issues of importance or concern for in-depth research (“parking lot”)
- Design a RUC demonstration to test operational approaches and measure public acceptance
- Present information and options to fairly reflect the full range of viewpoints
- Provide guidance on technical and operational issues

## Transportation Commission RECOMMENDS...

- Receive the Pilot Project Report from the Steering Committee
- Make recommendations on issues related to RUC

## Legislature DECIDES...

- Receive the Final Report and Recommendations from WSTC
- Decide whether (or how) to implement a RUC

## 2019 WSTC Road Usage Charge Recommendations to the Legislature (1 of 3)

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- R1** Recommend implementation options that allow RUC to gradually scale up, offering drivers an opportunity to try the system and recommend further improvements while RUC is still in an early-implementation stage.
- R2** Recommend that additional research be conducted (alone or in collaboration with other states) on differential RUC rates based on driver, vehicle, or infrastructure characteristics.
- R3** Recommend research be conducted in collaboration with other states that are implementing RUC to better understand compliance gaps and potential enforcement measures.
- R4** Recommend additional time and appropriate testing grounds (i.e., limited number of vehicles) to improve RUC before pursuing any wider statewide implementation.
- R5** Recommend that in an Initial start-up stage of RUC, compliance and enforcement mechanisms must be tested and developed.
- R6** Recommend that existing delivery mechanisms (e.g., public-private partnerships) be considered to most efficiently develop a RUC system that reduces the cost of collections.

## 2019 WSTC Road Usage Charge Recommendations to the Legislature (2 of 3)

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- R7** Recommend that cost reduction strategies be tested on a limited set of vehicles in an Initial start-up stage of RUC.
- R8** Recommend that border-area testing be conducted in an Initial start-up stage of RUC.
- R9** Recommend that ODOT's OReGO program be engaged to further explore bi-state RUC solutions for frequent WA-OR travelers.
- R10** Recommend specific changes in Washington statutes that protect personal privacy in a RUC program.
- R11** Recommend testing of new personal privacy protections during an Initial start-up stage of RUC.
- R12** Recommend that state agency vehicles be utilized as test subjects for privacy protection testing.
- R13** Recommend that during a transitional period while the gas tax remains in place, the same policy-setting and oversight roles between the Legislature, WSTC, and other agencies and the private sector should be retained.

## 2019 WSTC Road Usage Charge Recommendations to the Legislature (3 of 3)

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**R14** Recommend alternative RUC transition scenarios for legislative consideration in 2020 that specifically consider:

- Participants' preferences for implementation time frame and vehicles subject to RUC;
- Advent of electric and high MPG vehicles, their effects on revenue, and current programs to incentivize adoption;
- The need for continued development and testing of a RUC system before any wide-scale implementation;
- *Forward Drive* project timing, which is aimed at reducing the cost of collections for RUC; and
- The availability of state fleet vehicles as part of an Initial start-up stage for RUC.

**R15** Expenditures of RUC revenue should be made subject to Amendment 18 (restricted to highway purposes).

**R16** Current programs that receive gas tax refunds attributable to non-highway activities should continue receiving their same share of funding during the transitional period to RUC (expected to be at least 10 to 25 years), since the state gas tax will remain in place during this transition.

## 2020 Road Usage Charge Legislative Direction

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### ESHB 2322 (Supp. transportation budget, April 2020)

### Current Status

- ✓ Report to Steering Committee every 3 months until the final report is submitted (*complete*)
  - ❑ Thereafter, report to Steering Committee as necessary to keep it apprised of developments and obtain input
  - ✓ Coordinate with WSDOT to seek federal grant funds for **Forward Drive** project (*complete*)
  - ✓ By January 2020, provide a year-end status report on the federal grant-funded activities to the legislature and Governor (*complete*)
  - ❑ By January 2021, provide a year-end status report on the federal grant-funded activities to the legislature and Governor
- ❖ WA RUC Assessment & Pilot Final Report (Jan 2020)
  - ❖ December 2020 WA RUC Steering Committee meeting
  - ❖ Successful: FHWA provided full grant funding (Jul 2020)
  - ❖ WA RUC Assessment & Pilot Final Report (Jan 2020)
  - ❖ Draft status report to be adopted by WSTC in December 2020

## Legislative Direction for Forward Drive project (ESHB 2322, April 2020)

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- A. Create a framework for modeling the effects of a RUC on passenger and light-duty vehicles, including plug-in EVs, autonomous vehicles, state fleets, and transportation network companies (e.g., Uber, Lyft) on a RUC system.
- B. Identify and measure potential disparate impacts of RUC on communities of color, low-income households, vulnerable populations, and displaced communities.
- C. Incorporate emerging approaches to mileage reporting, such as in-vehicle telematics, improved smartphone apps, and use of private businesses to provide odometer verification and mileage reporting services, into a RUC system.
- D. Conduct a series of facilitated work sessions with other states and the private sector firms to identify opportunities to reduce the cost of collections for RUC.
- E. Develop a RUC phase-in plan that incorporates A through D above.
- F. Conduct limited-scale tests of new mileage reporting methods; equity policies; cost reduction techniques; and collecting RUC from PEVs, AVs, state fleets, TNCs, and other new mobility services.
- G. Produce a final report, recommendations and a roadmap for how RUC can be scaled to fit (Washington state) circumstances and includes a framework for evaluating policy choices related to use of RUC revenue.

# FORWARD DRIVE RESEARCH PLAN: 2020-2021

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Travis Dunn, Project Manager  
Milestone Solutions



# Forward Drive Project Team



Project Director  
Organizational Design  
Lead

**Travis Dunn** | Austin, TX




Communication  
and Outreach Lead

**Ara Swanson** | Seattle, WA



Policy & Legal  
Analysis Lead

**Jeff Doyle** | Olympia, WA



Technology & System  
Design Lead

**Roshini Durand** | Bellevue, WA



Comparative  
Impact Outreach  
Lead


**Henry Yates** | Seattle, WA



Comparative  
Impact and  
Facilitation Lead

**Allegra Calder** | Seattle, WA

Pilot Testing Lead



**Ging Ging Fernandez**  
Honolulu, HI | Seattle, WA

Financial Analysis  
Lead



**Zubair Ghafoor** | Chicago, IL

## Forward Drive: WSTC's 2019 Federal STSFA Grant Proposal (1 of 2)

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**1. New mobility & RUC financial modeling:** create a framework for modeling the effects of EVs, A/Vs, and TNCs on a RUC system in Washington



**3. Enhanced mileage reporting methods:** incorporate latest approaches to mileage reporting into a WA RUC system: in-vehicle telematics, improved smartphone apps, pay-at-the-pump, etc.



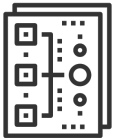
**2. Equity analysis:** identify and measure potential disparate impacts of RUC to communities of color, low income households and vulnerable populations



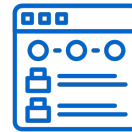
**4. Administrative cost reduction “scrum”:** workshops with other states to identify ways to reduce cost of collections for state RUC systems

## Forward Drive: WSTC's 2019 Federal STSFA Grant Proposal (2 of 2)

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**5. Detailed pilot phase-in plan:** takes into account findings from financial analysis, equity analysis, enhanced mileage reporting approaches, and cost reduction scrum

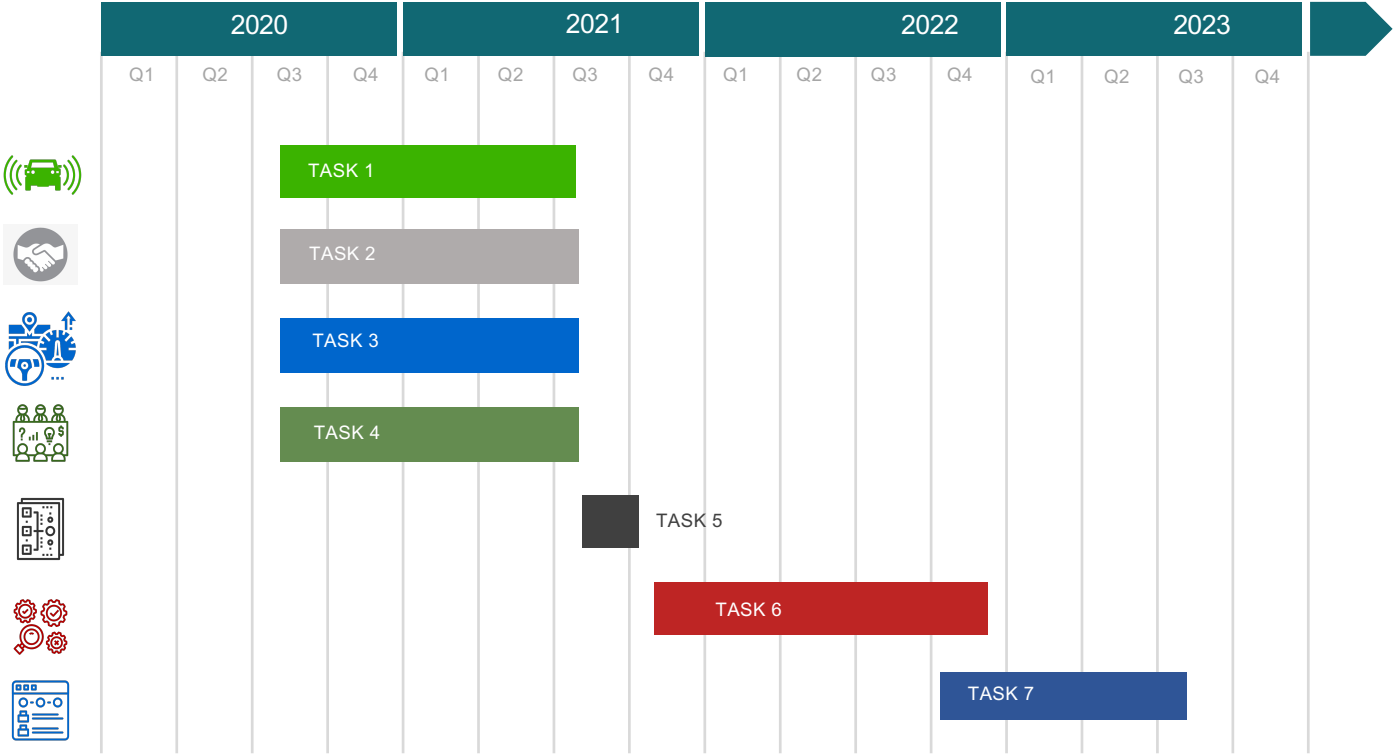


**7. RUC roadmap:** detailing how Washington and other states can right-size a RUC policy and system to fit their circumstances (including a framework for how policy choices can be reexamined in light of increases in RUC revenue and allocations)



**6. RUC prototype “sub-test”:** conduct a small-scale test of new mileage reporting methods, equity policies, collecting RUC from TNCs and shared ride vehicles, and cost reduction techniques

# Forward Drive Schedule



# TASK 1: FINANCIAL MODELING AND NEW MOBILITY

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Zubair Ghafoor  
CDM Smith

## Approach for Modeling Revenue Impacts of Mobility Trends

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**Scenarios:** illustrative

futures that capture a range of opinions about trends in the economy and mobility such as electrification, teleworking, ridesharing, and autonomy

**Outputs:** RUC revenue, fuel tax revenue, fee revenue, and cost of collections for a variety of scenarios across a range of policy assumptions

**Outcomes:** User-friendly modeling tool for examining policy choices and their impacts on transportation revenue under a range of circumstances, to inform Commission recommendations

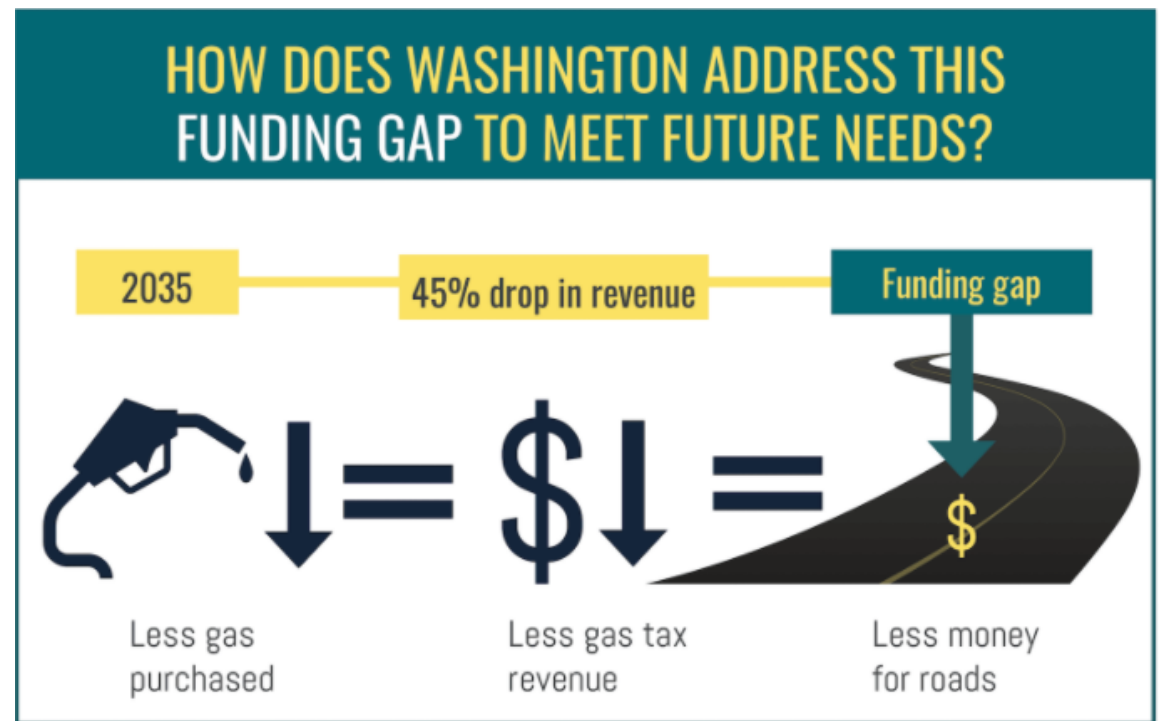
## Scenario Development

- Develop three alternative scenarios for trends such as teleworking and market penetration of PEVs, AVs, TNCs and other “new mobility” services
- Develop an excel-based methodology and parameters for factoring in scenarios into revenue modeling
- Use available datasets such as Energy Information Administration (EIA) Annual Energy Outlook as references in scenario generation



## Outputs: Fuel Tax and RUC Revenue Estimation

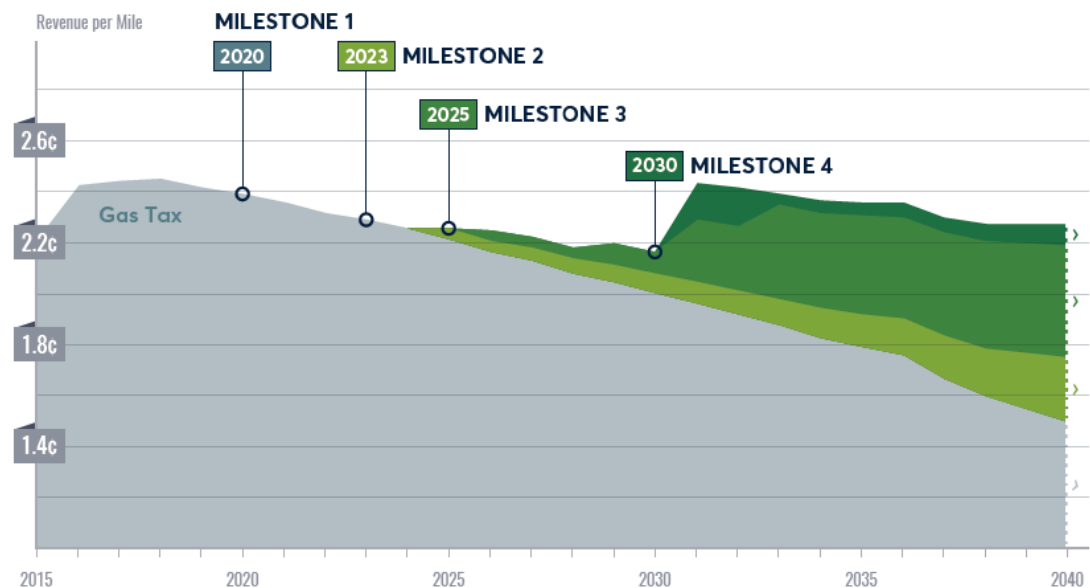
- Forecast VMT and estimate net RUC revenue and fuel tax revenue (base case) for three scenarios using the updated model
- Calculate cost of collection (and net revenue) based on updated mileage reporting methods and RUC delivery configuration options
- Forecast horizon: 2050





## Outcomes: Updated Financial Model Tool

- The project team will modify previously developed WA RUC financial models to estimate RUC operational costs based on different RUC Mileage Reporting Methods (MRMs) and delivery configurations.
- Major component of this effort will be an update of input assumptions/data and unit costs where applicable.



## TASK 2: EQUITY ANALYSIS

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Sherrie Hsu  
BERK Consulting

Henry Yates  
Yates Consulting

# Equity Analysis: Define and Assess

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Our approach seeks to **Define, Assess, Engage, and Mitigate**

## Define

- Who are the populations of interest? Identify specific communities for outreach, including “vulnerable populations” based on WSTC and Legislative consultation
- How is equity defined for analytic purposes?
  - Earlier work used **horizontal equity** – equal treatment through a usage charge - pay for what you use
  - **Vertical equity** – progressive with respect to income – ability to pay
  - In addition to **financial equity** (affordability – ability to pay with respect to amount and timing - ongoing versus lump sum) we will consider **systems equity** (accessibility, including ability to interact with and comply with a RUC system in terms of user interface and technology, language, trust)
  - **Process equity** (ability to participate in and shape policy and implementation through) will be address through engagement and participatory design

## Assess:

- Analyze the pros and cons of a RUC on its own and relative to existing transportation revenue sources (gas tax, EV/hybrid flat fees) to identify potential disparate impact

# Equity Analysis: Engage

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## Engage

### Steps to Equitable & Accurate Assessment of RUC on low-income communities and communities of color

1. Reach out to organizations representing low income populations, communities of color, and vulnerable populations
  - Statewide – large and small communities, rural and urban
  - Broad and Inclusive
  - Sensitivity to language and culture
  - Offer anonymity (privacy protection)
2. Techniques for participation
  - Surveys
  - Focus Groups/ group meetings by geography
  - Attendance at events/existing meetings
  - Email
  - Telephone
  - Social media
  - Ethnic media
3. Provide well-produced, understandable and clear information
4. Tabulate and identify key themes

## Equity Analysis: Mitigate and Report Back

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### Mitigate

- Identify legal, operational, financial and policy options and measures capable of mitigating any potential disparate impacts of RUC
  - ▶ **Co-design possible solutions:** inclusive research with those most affected
  - ▶ **Test prototypes:** simulate approaches that feature system accessibility
  - ▶ **Develop policy approaches:** evaluate and present a range of system approaches policy adjustments that address disparate impacts

### Engage

- Go back to organizations with proposals
- Conduct three or four focus group sessions – compensate org/participants
- Regular WTSC and other briefings on progress

# TASK 3: ENHANCED MILEAGE REPORTING METHODS

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Roshini Durand  
Milestone Solutions

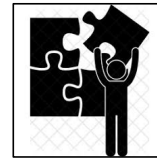
## Enhance Mileage Reporting Methods Through Research and Design



**1. Build on past efforts:** Identify opportunities to enhance Mileage Reporting Methods (e.g. MileMapper™ smartphone app) piloted in WA RUC and expand the network of reliable service partners to support a range of in-person RUC services



**2. Explore new opportunities.** Identify emerging technologies and evaluate their feasibility, viability and potential for supporting RUC collection, operations, and policy objectives (e.g. equity, cost effectiveness, security, privacy protection)



**3. Build RUC scenarios:** Use a selection of technologies and system components evaluated during the research phase to design RUC Application concepts that can be tested in pilots (Task 6.)



**4. Conduct Industry outreach (in parallel):** Build relationships with technology providers and service partners that can develop RUC Application scenarios and support live pilot operations.

## Optimize Existing Technology

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- **Description:** Build on past efforts to identify opportunities to enhance Mileage Reporting Methods piloted in WA RUC and expand the network of reliable service partners to support a range of in-person mileage reporting venues
- **Outputs:** Inventory of improvements to existing RUC Technologies, systems and RUC partners along with an analysis of benefits, drawbacks, challenges and opportunities they present to enhance existing RUC solutions.



## Explore Emerging Technology

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- **Description:** Explore new opportunities to identify emerging technologies and evaluate their feasibility, viability and potential for supporting RUC collection, operations, and policy objectives
- **Outputs:** Inventory of emerging technologies, systems and new partners along with an analysis of benefits, drawbacks, challenges and opportunities they present to they present to advance the state of RUC practice.

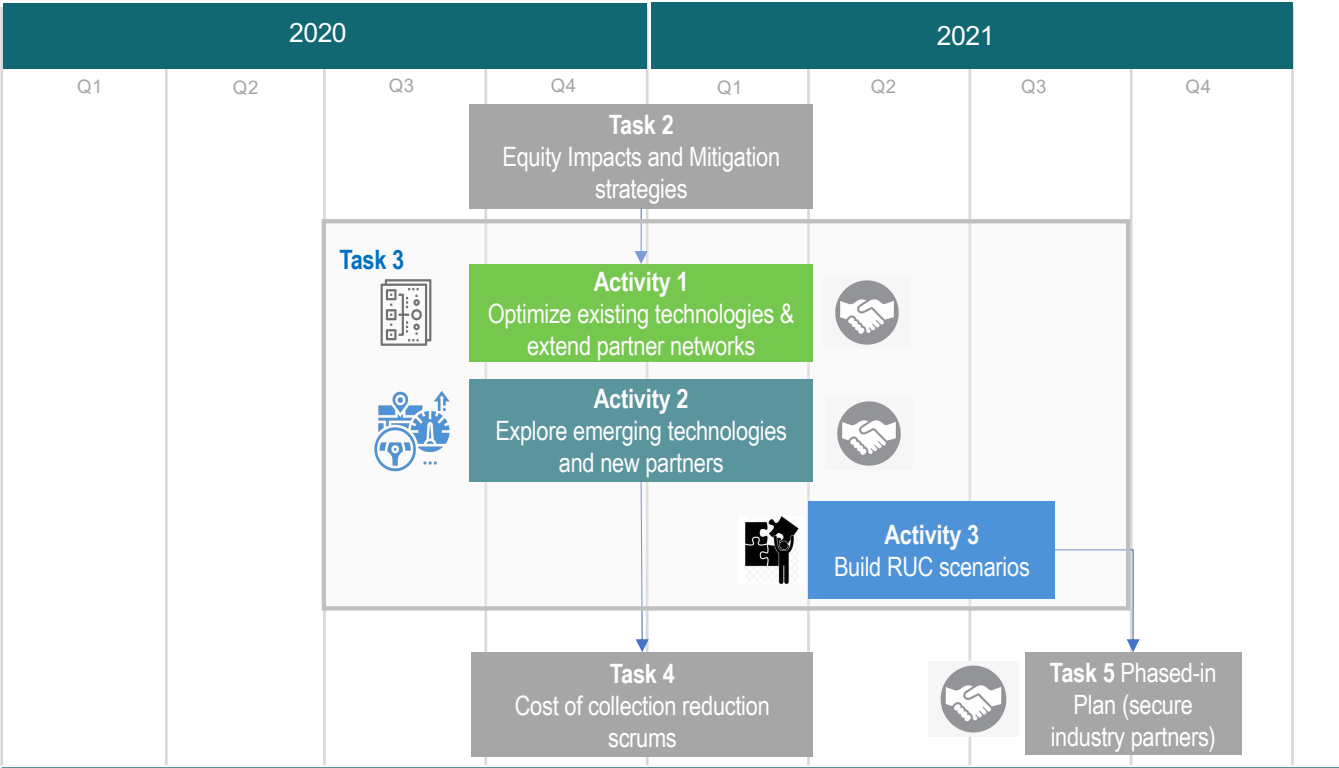
## Build RUC Scenarios

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- **Description:** Use a selection of technologies and system components evaluated during the research phase to build RUC Application concepts that can be tested in pilots (Task 6.)
- **Outputs:** Design documents based on open system and performance standards that will be used to develop RUC Application concepts that will be tested in pilot

# Relationships to Other Research Tasks



# TASK 4: COST OF COLLECTION REDUCTION “SCRUM”

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Travis Dunn  
Milestone Solutions

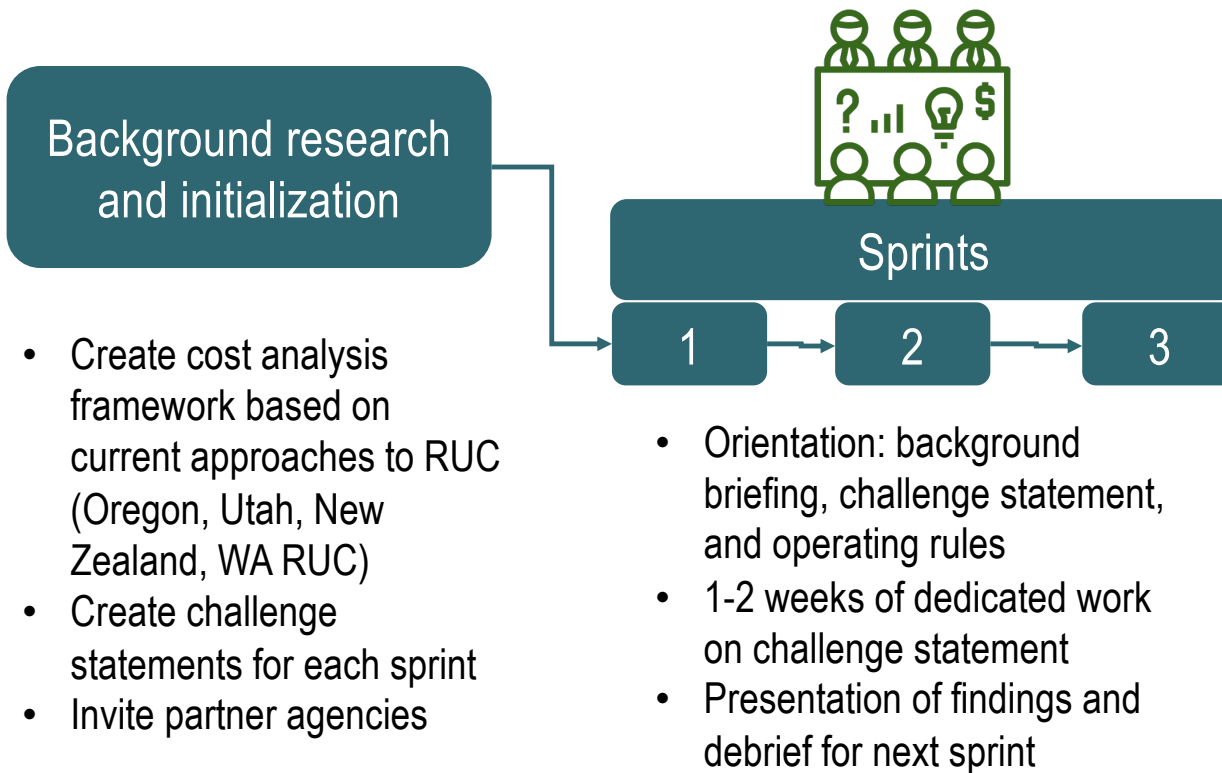
## Cost of Collection Reduction Scrum Approach

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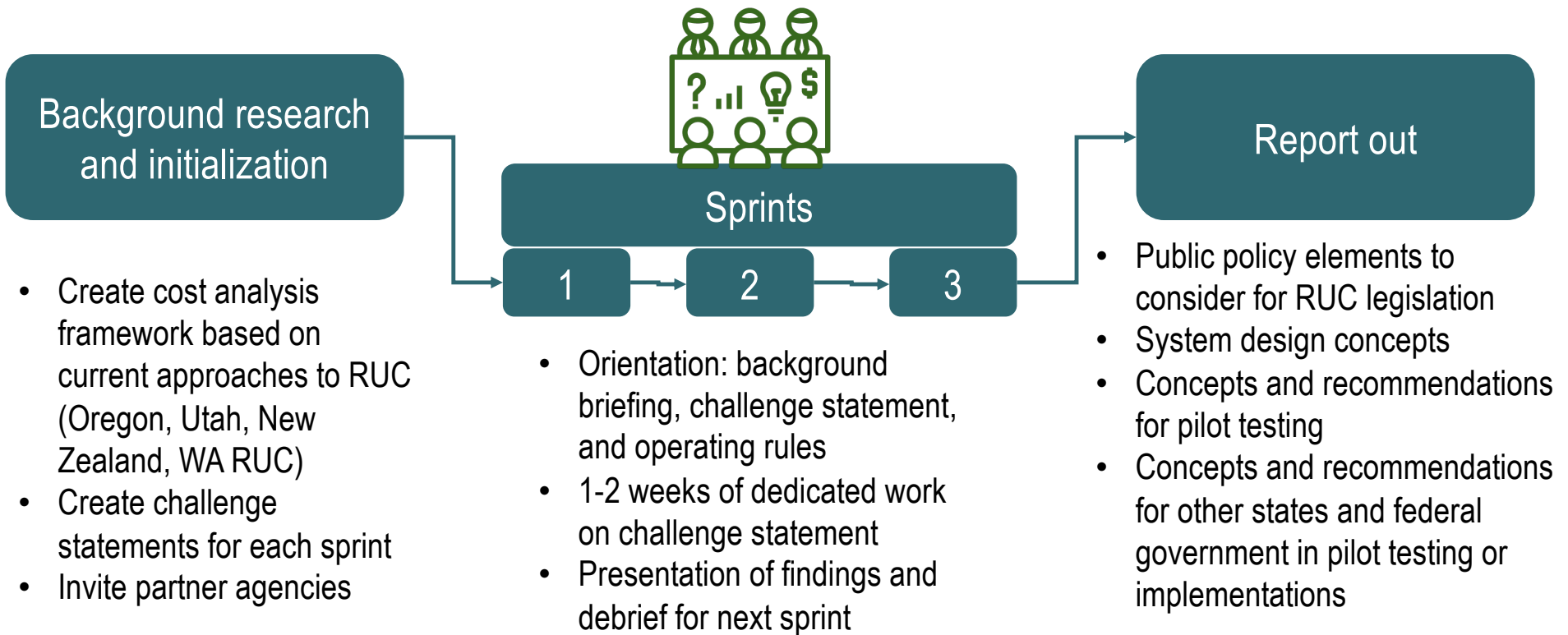
### Background research and initialization

- Create cost analysis framework based on current approaches to RUC (Oregon, Utah, New Zealand, WA RUC)
- Create challenge statements for each sprint
- Invite partner agencies

## Cost of Collection Reduction Scrum Approach



## Cost of Collection Reduction Scrum Approach



BREAK

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# TASK 5: DETAILED PHASE-IN PLAN FOR PILOTS

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Ging Ging Fernandez  
Milestone Solutions

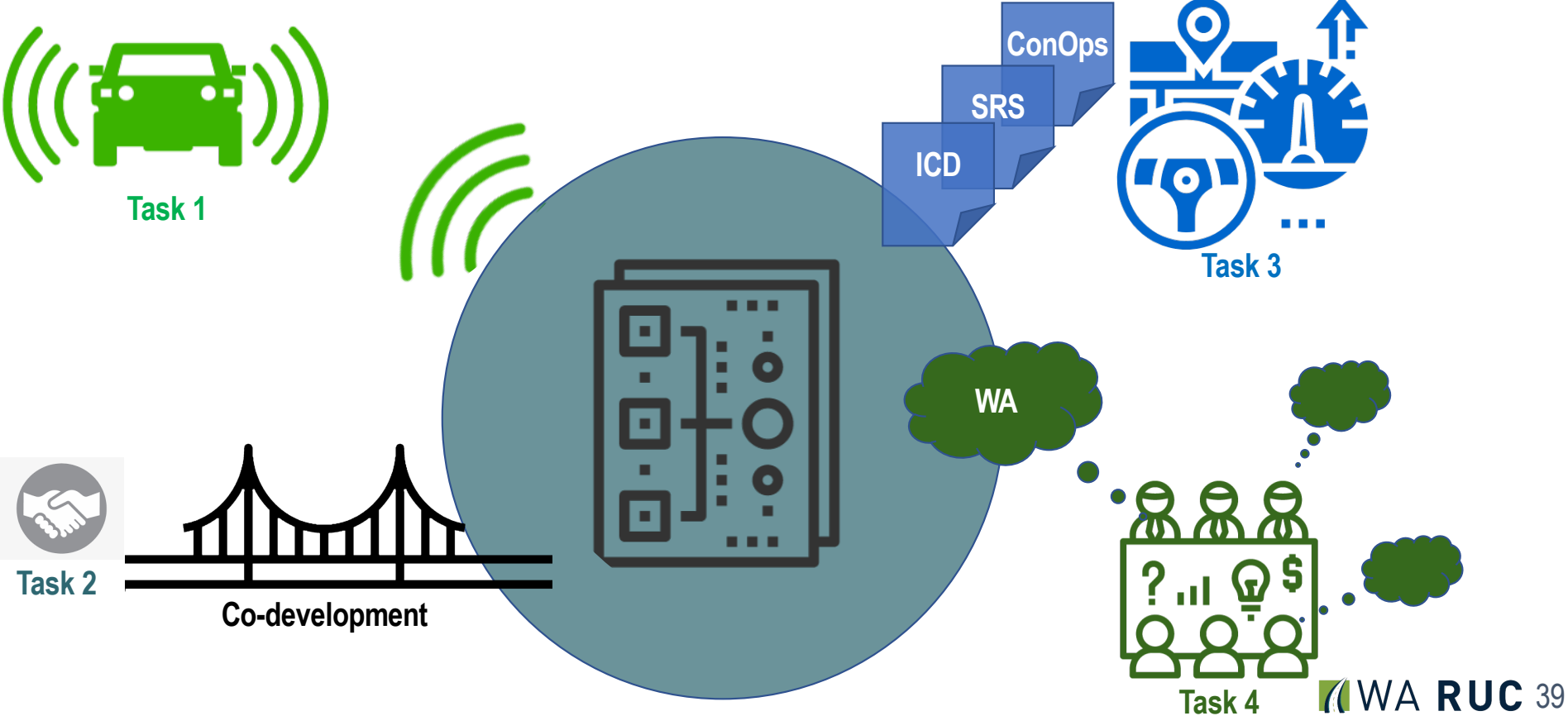
## Incorporate Research Findings into a Comprehensive Pilot Testing Plan

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Based on the results of Tasks 2 through 4, the project team will prepare a detailed plan and technical documentation for testing:

- Develop a plan to test the mitigation measures and strategies identified in the equity analysis and outreach (Task 2).
- Develop technical requirements to test and implement enhanced mileage reporting methods (Task 3)
- Develop a detailed plan for applying cost of collection reduction measures and strategies identified in the cost of collection reduction scrum (Task 4).

# Assemble Diverse Concepts into One Multi-faceted Pilot



# TASK 6: RUC PROTOTYPE AND SUB-TESTS

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Ging Ging Fernandez  
Milestone Solutions

## Conduct Tests of New Mileage Reporting Methods, Equity Mitigation Approaches, and Cost Reduction Techniques

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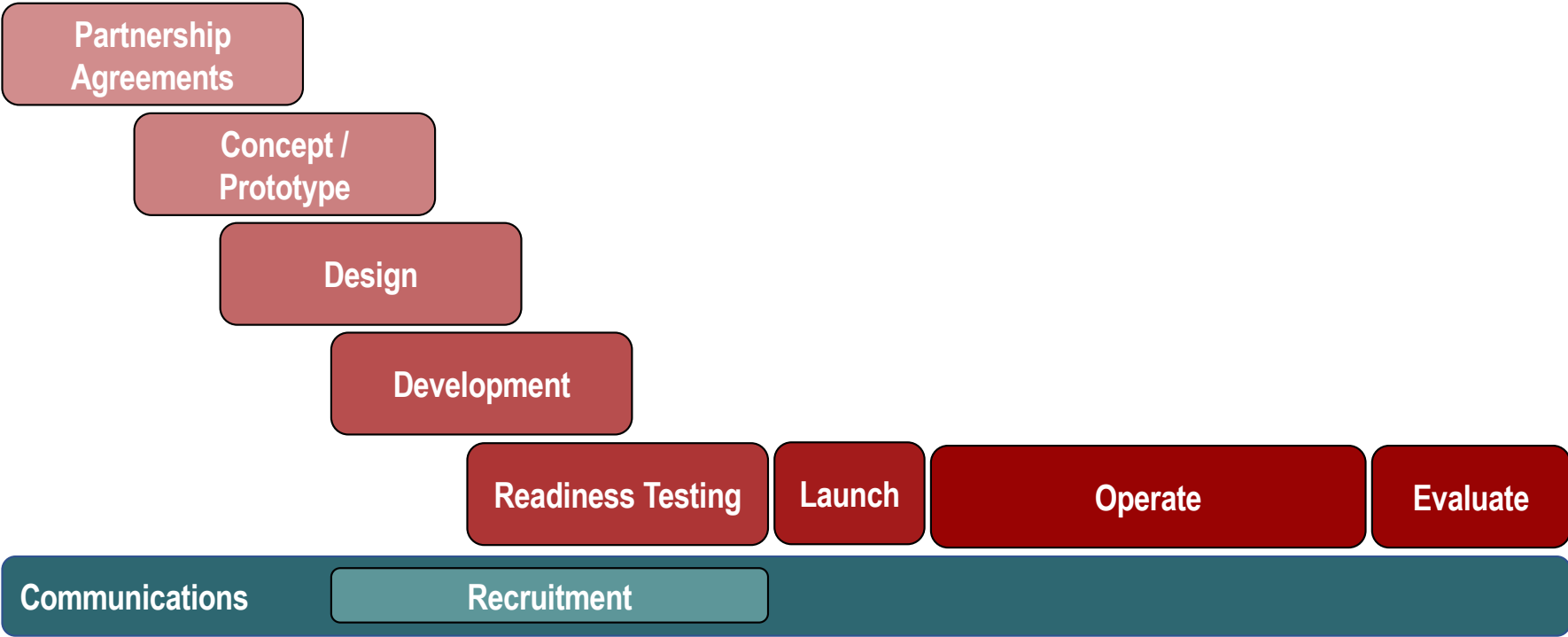
Based on the detailed phase-in plan (Task 5), the project team will put the concepts that emerge to test

1. Enter into partnership agreements and interagency memoranda of understanding with public and private sector partners to provide RUC-related services for a pilot test of these new approaches.
2. Recruit participants for the sub-tests.
3. Conduct public, media, and participant communication activities about the RUC prototype sub-tests.
4. Conduct the test of new RUC applications along side any larger, legislatively-authorized RUC program, to leverage ongoing activities and gain efficiencies in the sub-tests.

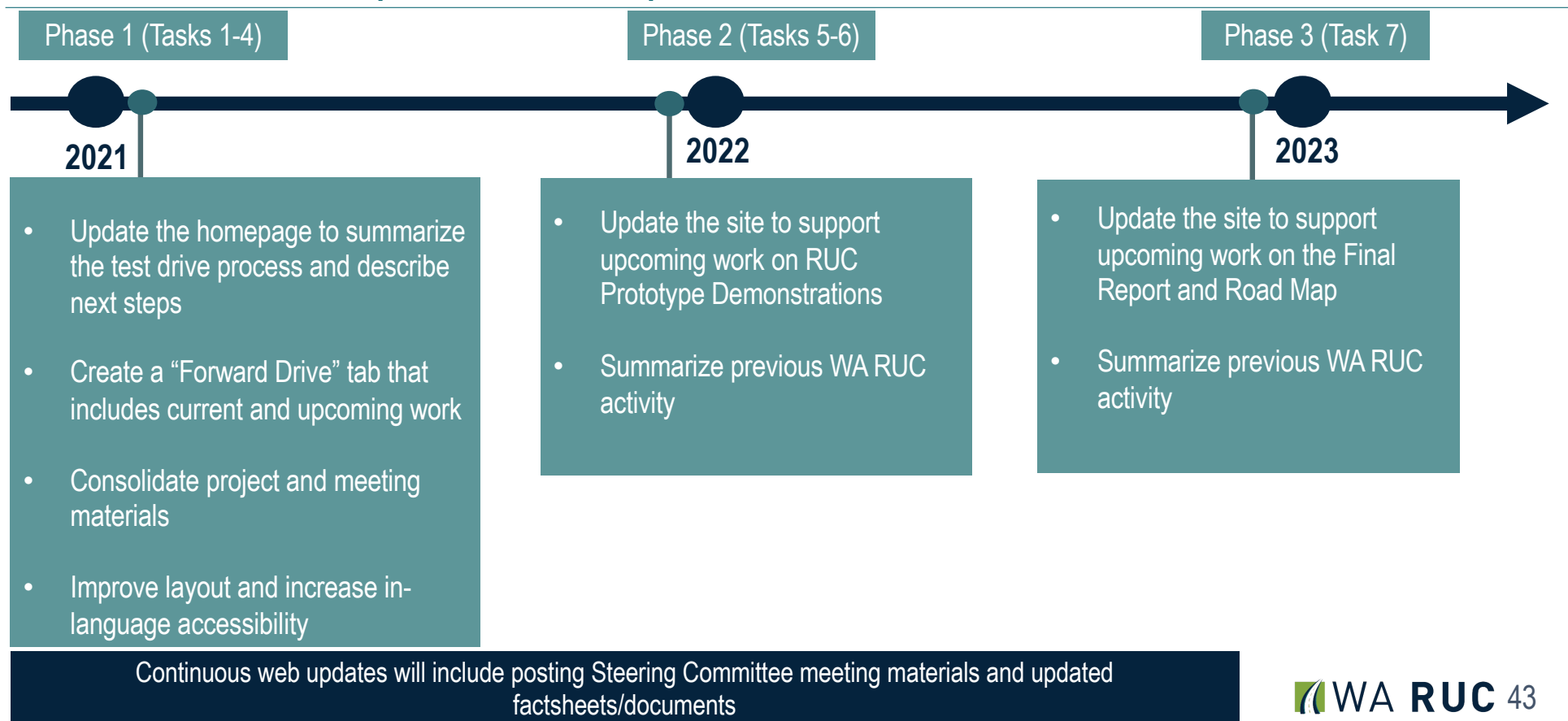
# Creating an Exceptional Participant Experience

January 2022

July 2023



# WA RUC Website Update Roadmap



# TASK 7: FINAL REPORT AND RUC IMPLEMENTATION ROADMAP

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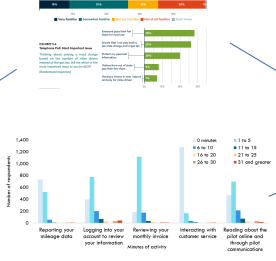
Jeff Doyle  
Milestone Solutions



# Detailing How Washington Can Shape a RUC System to Fit Policy Objectives

## Data

### WA RUC Pilot Project



## Knowledge

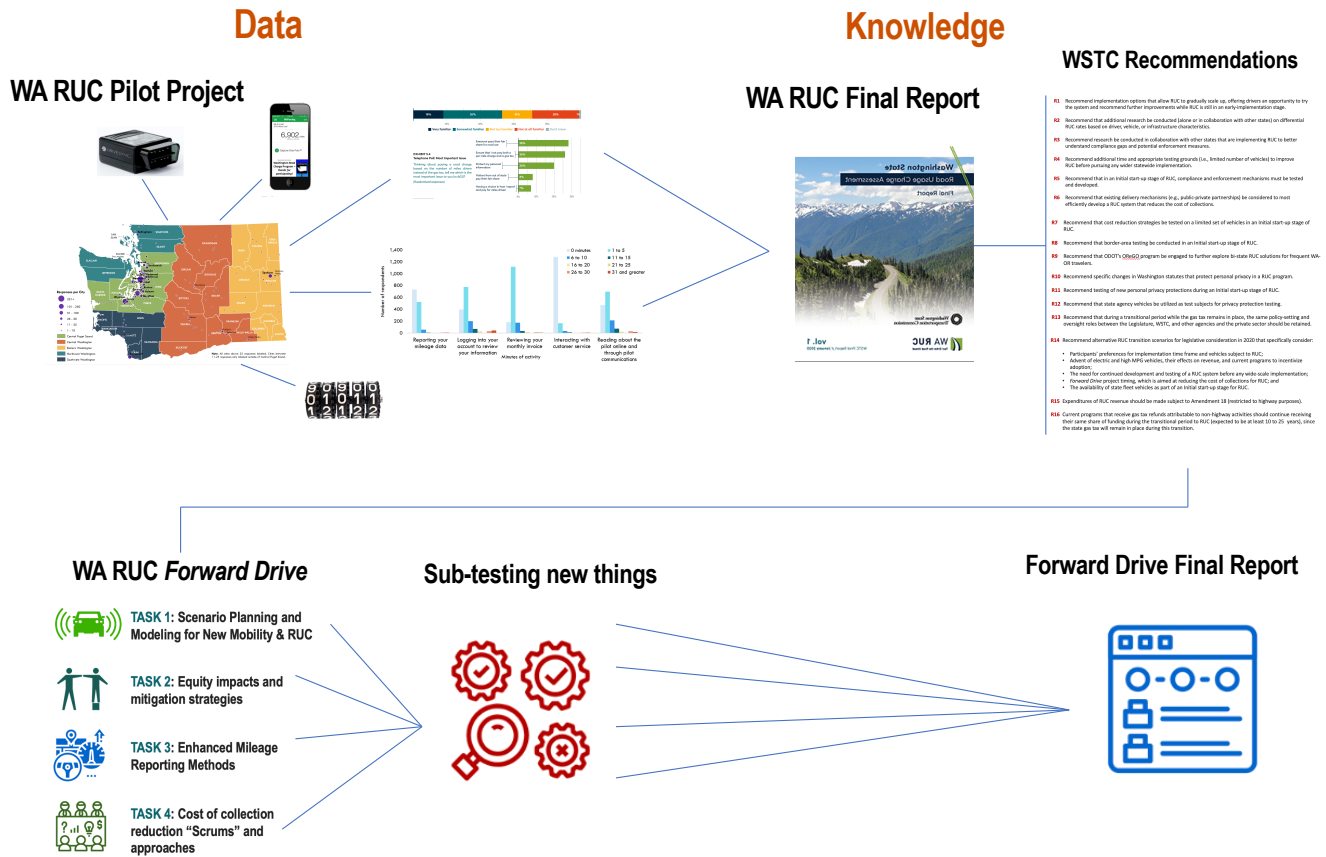
### WA RUC Final Report



## WSTC Recommendations

- R1. Recommend implementation options that allow RUC to gradually roll up, offering drivers an opportunity to try the system and understand other requirements while RUC is still an early implementation stage.
- R2. Recommend that additional respect for conductive (e.g., in collaboration with other states) on off-street RUC rates based on driver, vehicle, or infrastructure characteristics.
- R3. Recommend requests be evaluated in collaboration with other states that implementing RUC to better understand compliance gaps and potential enforcement measures.
- R4. Recommend additional time and appropriate testing grants (i.e., limited number of vehicles) to improve RUC before opening up wide statewide implementation.
- R5. Recommend that in an initial start-up stage of RUC, compliance and enforcement mechanisms must be tested and developed.
- R6. Recommend that existing delivery mechanisms (e.g., public-private partnerships) be considered to most efficiently develop a RUC system that reduces the cost of collection.
- R7. Recommend that cost reduction strategies be tested on a limited set of vehicles in an initial start-up stage of RUC.
- R8. Recommend that border area testing be conducted in an initial start-up stage of RUC.
- R9. Recommend that ODOT's OREGON program be engaged to further explore to-state RUC solutions for frequent WA-OR travelers.
- R10. Recommend specific changes in Washington statutes that protect personal privacy in a RUC program.
- R11. Recommend testing of new personal privacy protections during an initial start-up stage of RUC.
- R12. Recommend that state agency vehicles be utilized as test subjects for privacy protection testing.
- R13. Recommend that during transitional period while the gas tax remains in place, the same policy setting and strength rules between the legislative, WSTC, and other agencies and that privacy issues should be addressed.
- R14. Recommend alternative RUC transition scenarios for legislative consideration in 2020 that specifically consider:
  - Participants' preferences for implementation time frame and vehicles subject to RUC.
  - Adoption of electric and high-mile vehicles, their effects on revenue, and current progress to increase adoption.
  - Renewed driver protest issues, which is aimed at reducing the cost of collection for RUC and the availability of state fleet vehicles as part of an initial start-up stage of RUC.
- R15. Dependence of RUC revenue should be made subject to Amendment 18 (restricted to highway purposes).
- R16. Current programs that receive gas tax returns attributable to non-highway activities should continue receiving their share from all funding sources for the transitional period to RUC compliance to be at least 10 to 20 percent, since the state gas tax will remain in place during this transition.

# Detailing How Washington Can Shape a RUC System to Fit Policy Objectives

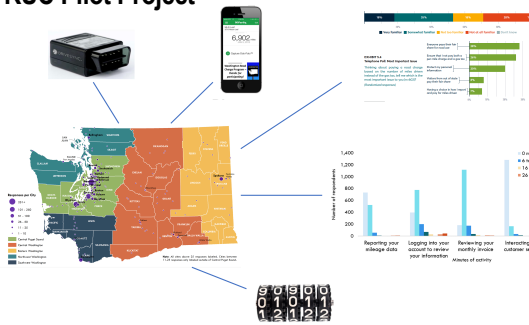


# Detailing How Washington Can Shape a RUC System to Fit Policy Objectives

## Data

## Knowledge

### WA RUC Pilot Project



### WA RUC Final Report



### WSTC Recommendations

- R1: Recommend implementation options that allow RUC to gradually roll out, offering drivers an opportunity to try the system and incorporate their observations while RUC is still an early implementation stage.
- R2: Recommend that additional research be conducted (alone or in collaboration with other states) on alternative RUC rates based on driver, vehicle, or infrastructure characteristics.
- R3: Recommend research be conducted in collaboration with other states that are implementing RUC to better understand compliance gaps and potential enforcement measures.
- R4: Recommend additional time and appropriate testing grants (i.e., limited number of vehicles) to improve RUC before applying on wide statewide implementation.
- R5: Recommend that in an initial start-up stage of RUC, compliance and enforcement mechanisms must be tested and developed.
- R6: Recommend that existing industry mechanisms (e.g., public-private partnerships) be considered to most efficiently develop a RUC system that reduces the cost of collection.
- R7: Recommend that cost reduction strategies be tested on a limited set of vehicles in an initial start-up stage of RUC.
- R8: Recommend that border area testing be conducted in an initial start-up stage of RUC.
- R9: Recommend that ODOT's OREGON program be engaged to further explore to-scale RUC solutions for frequent WA-OR travelers.
- R10: Recommend specific changes in Washington statutes that protect personal privacy in a RUC program.
- R11: Recommend testing of new personal privacy protections during an initial start-up stage of RUC.
- R12: Recommend that state agency vehicles be utilized as test subjects for privacy protection testing.
- R13: Recommend that during a transitional period with the gas tax remains in place, the same policy setting and strength rules between the legislative, WSTC, and other agencies and that privacy issues should be addressed.
- R14: Recommend alternative RUC transition scenarios for legislative consideration in 2020 that specifically consider:
  - Participants' preferences for implementation time frame and vehicles subject to RUC.
  - Absent of electric and high-mile vehicles, their effects on revenue, and current progress to increase adoption.
  - Research for continued development and testing of a RUC system before any wide scale implementation.
  - Forward Drive project timing, which is aimed at reducing the cost of collection for RUC and the availability of state fleet vehicles as part of an early start-up stage of RUC.
- R15: Dependence of RUC revenue should be made subject to Amendment 18 (reverted to highway purposes).
- R16: Current programs that receive gas tax revenue attributable to non-highway activities should continue receiving their share from off-budget spending for transportation until RUC revenues are at least \$10 to \$20, weekly, since the state gas tax will remain in place during this transition.

**Legislature:**  
we need "a **framework** for how policy choices can be reexamined" in light of changing revenues and circumstances

**USDOT:**  
we need to know how RUC can **work beyond** Washington state

### WA RUC Forward Drive

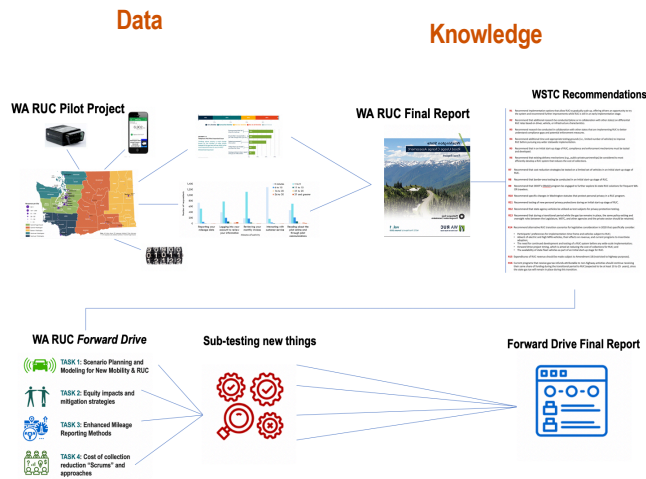
### Sub-testing new things

### Forward Drive Final Report

- TASK 1: Scenario Planning and Modeling for New Mobility & RUC**
- TASK 2: Equity impacts and mitigation strategies**
- TASK 3: Enhanced Mileage Reporting Methods**
- TASK 4: Cost of collection reduction "Scrums" and approaches**



# Detailing How Washington Can Shape a RUC System to Fit Policy Objectives



**Legislature:**  
 “we need a framework for how policy choices can be reexamined” in light of changing revenues and circumstances



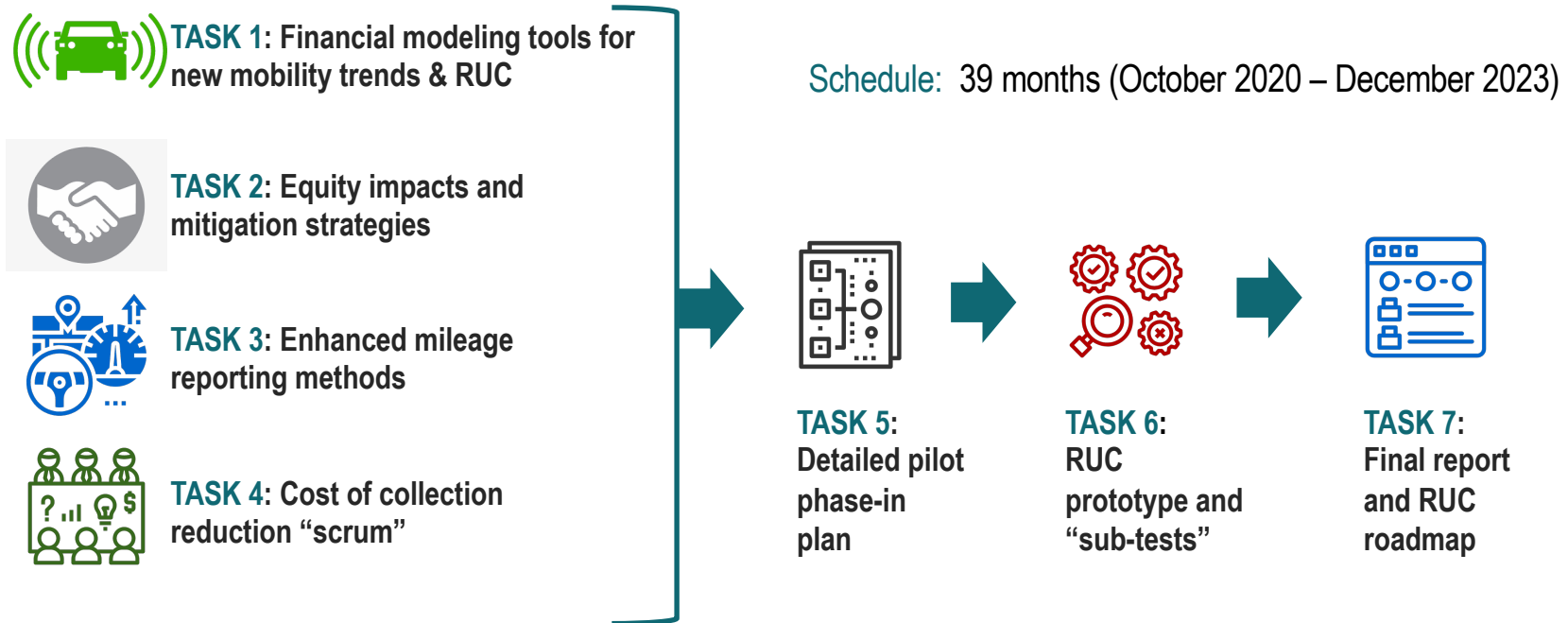
**USDOT:**  
 we need to know how RUC can work beyond Washington state

### RUC Roadmap

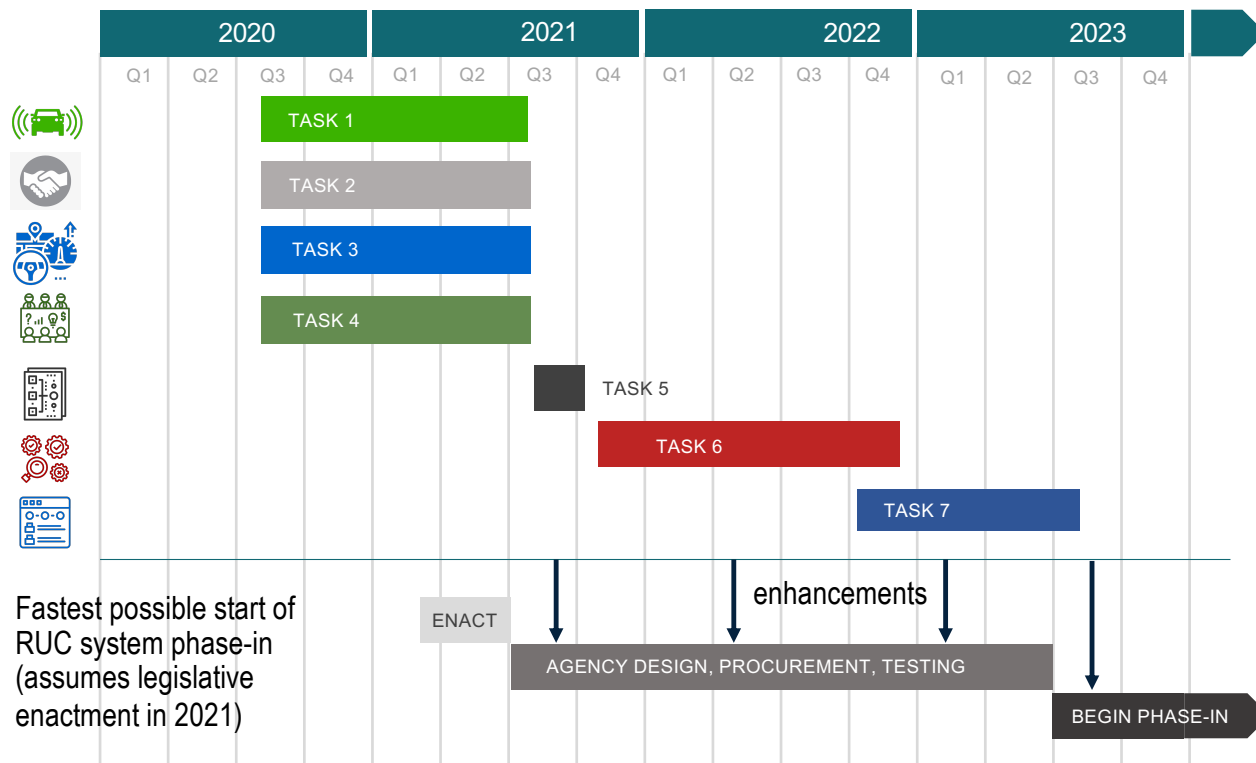
*Will include:*

- Develop a Framework** for how transportation policy choices can be reexamined in light of forecasted (future) increases in RUC revenue collection
- Document Strategies and Next Steps** that states could take (individually or collectively) to reduce RUC cost of collection. Where relevant, include information and findings that could apply to a federal level mileage-based fee system.
- Provide Mitigation Measures** that include a range of approaches that states could take to introduce mitigation measures for RUC aimed at achieving greater income equity, social equity (such as accessibility and language barriers to RUC implementation), and other findings.
- Custom-fit Mileage Reporting Methods:** provide a synthesis of new or improved Mileage Reporting Methods, including which are best fits for other jurisdictions based on characteristics

# Forward Drive: How the 7 Tasks Work Together



# Possible *Forward Drive* + RUC Program Interactions



Fastest possible start of RUC system phase-in (assumes legislative enactment in 2021)

# RUC STEERING COMMITTEE FUTURE PLANS AND ROLE

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Reema Griffith, Executive Director  
Washington State Transportation Commission

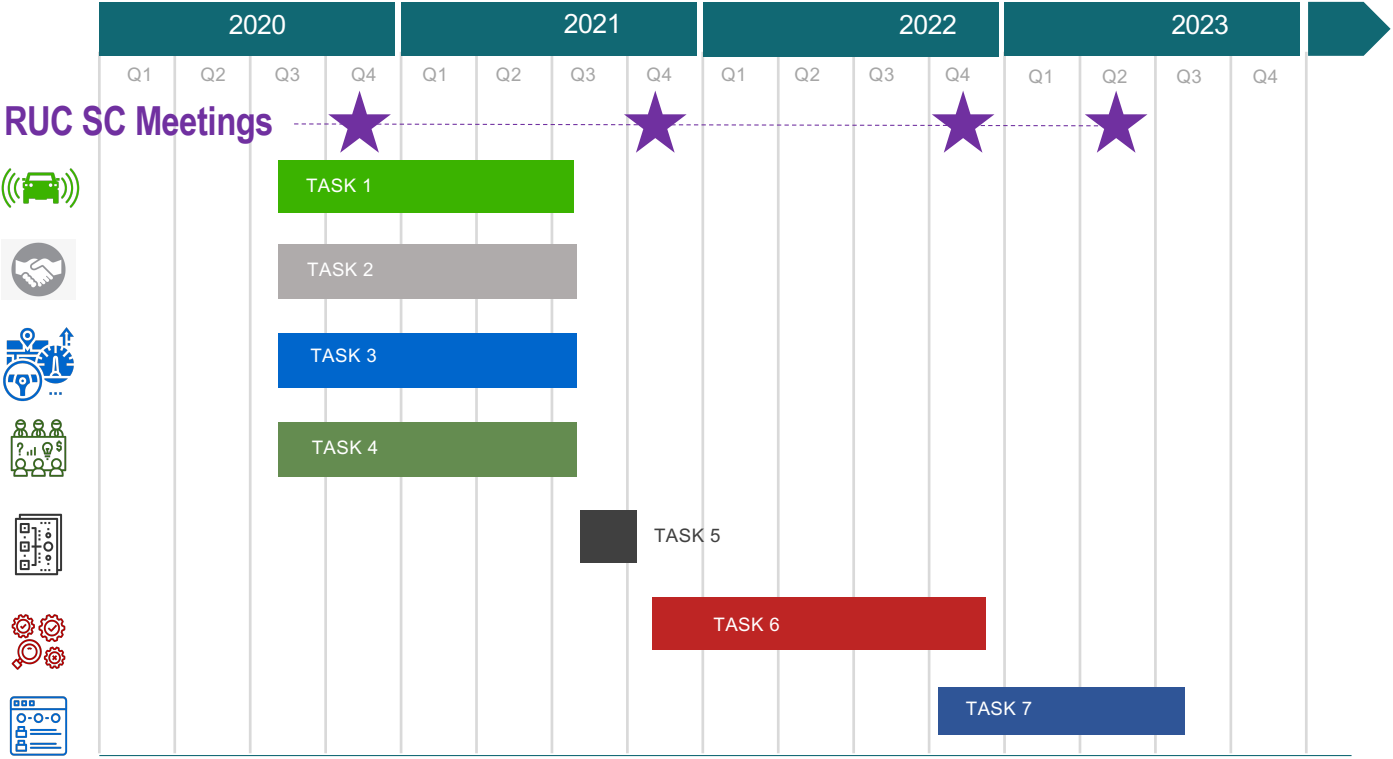
## Possible Steering Committee Roles

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- Review materials and provide feedback
  - Members receive periodic updates on project activities via email
  - Subcommittees provide feedback on technical reports
- Meet to review findings at major milestones and provide collective input
  - Q4 2021: Review results of research phase and concepts planned for testing phase
  - Q4 2022: Review interim findings from testing
  - Q2 2023: Review final report on Forward Drive
- Participate in research and testing
  - Support recruitment of test subjects
  - Volunteer to experience the testing phase



# Steering Committee Example Meeting Schedule





# Questions & Discussion

# CONTACT INFORMATION

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