

PIERCE TRANSIT SPECIAL BOARD MEETING 3720 96th Street SW, Lakewood, WA Training Center, Rainier Room March 29, 2018, 8:00 a.m. – 2:45 p.m.

RETREAT AGENDA

8:00 a.m. BREAKFAST

8:30 - 10:00

10:00 - 11:00

11:00 - 12:00

- 8:15 a.m. CALL TO ORDER/ROLL CALL
- 8:15 8:30 OPENING REMARKS/INTRODUCTIONS

- Sue Dreier, CEO & John Howell, Facilitator Brett Freshwaters
- Executive Director of Finance

Dana Henderson General Counsel

Chair Kent Keel

Darin Stavish Principal Planner

Jay Peterson, Transit Development Manager

John Howell, Facilitator

Chair Kent Keel

12:00 – 1:15 **WORKING LUNCH**

Projects

Discussion Pertaining to Fares

Improvement Conference (PTIC)

Update on Bus Rapid Transit

- Update on Next Gen ORCA
- Fare Structure
- Low Income Fares
- Student Passes for all School Districts in the PTBA

Future Funding – Sustaining Service Levels and Capital

Public Transportation Benefit Area (PTBA) Structure -

Presentation on Annexation vs. Public Transportation

1:15 – 1:45External Boards and Committees RepresentationChair Kent Keel1:45 – 2:15Exploration of Different Board Committee StructuresSue Dreier, CEO2:15 – 2:45CLOSING REMARKSSue Dreier, CEO and

2:45 p.m. ADJOURNMENT

American Disability Act (ADA) accommodations are available with a 72-hour notice. An interpreter for the hearing impaired will be provided upon request with a minimum notice of two weeks. Please contact the Clerk's office at 253-581-8066 for special accommodations. Meeting room is wheelchair accessible. Registered SHUTTLE customers may obtain specialized transportation to and from the hearing by calling SHUTTLE AT 253-581-8000 from one to five days in advance of the hearing.



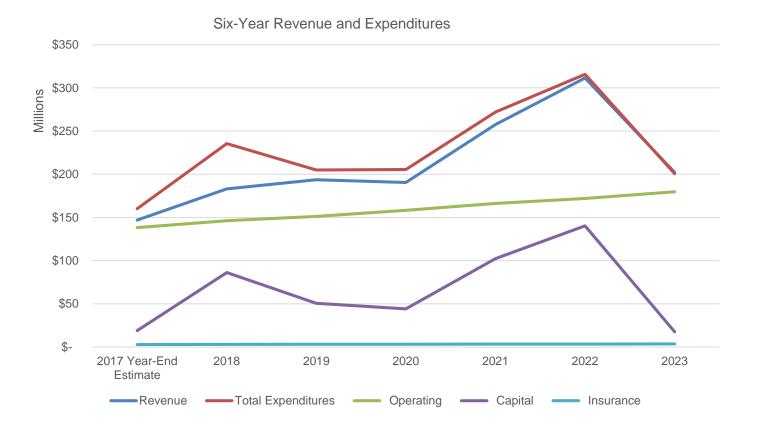
Financial Forecast Presentation

Pierce Transit Board of Commissioners Retreat Thursday, March 29, 2018



- Pierce County is one of the fastest growing counties in the nation
- Forecast models show continued growth into 2019
- Housing prices continue rapid growth in greater Puget Sound area
- Home buyers priced out of Seattle market
- Continuing pressure on regional mobility
- Sales tax growth of 6% in 2018, potential slowing in 2019

Pierce Transit Six Year Forecast Current Scenario



Major Assumptions:

- 1. Sales tax grows 6% in 2018, 5.5% thereafter
- 2. Service hours remain steady at approximately 500,000

Pierce Transit Six Year Forecast Current Scenario - Capital

	2018	2019	2020	2021	2022	2023	TOTAL
Revenue Vehicle	38,710,757	16,411,244	19,231,806	18,093,396	20,798,066	15,303,689	128,548,958
Base Facility	19,016,022	2,653,655	6,267,552	-	-	340,426	28,277,655
Passenger Facility	10,323,491	7,730,000	3,612,500	20,987,000	-	-	42,652,991
Technology	15,464,793	5,541,161	2,269,514	11,236,882	692,470	1,519,917	36,724,737
Other	2,739,023	18,189,495	12,701,181	52,045,598	118,844,000	372,735	204,892,032
Total	86,254,086	50,525,555	44,082,553	102,362,876	140,334,536	17,536,767	441,096,373

Sales Tax Scenarios

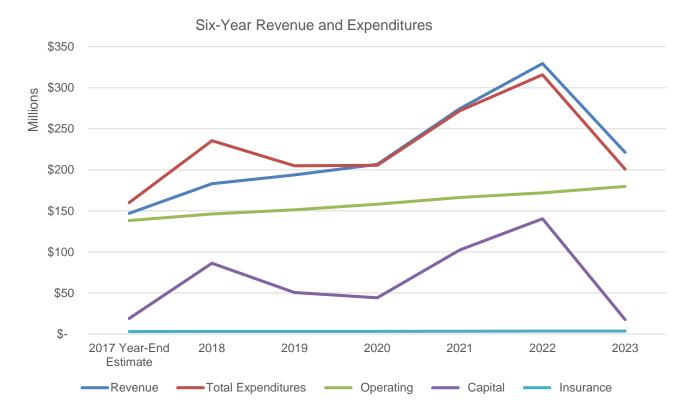
OPERATING REVENUES	2017	2018	2019	2020	2021	2022	2023	Total
Sales Tax - Percent change from prior year	6.00%	6.00%	5.50%	5.50%	5.50%	5.50%	5.50%	
Sales Tax Revenue	82.095585	87.021320	91.807493	96.856905	102.184035	107.804156	113.733385	\$681.50
Collection .7%								
OPERATING REVENUES	2017	2018	2019	2020	2021	2022	2023	
Sales Tax - Percent change from prior year	6.00%	6.00%	5.50%	5.50%	5.50%	5.50%	5.50%	
Sales Tax Revenue	82.095585	87.021320	91.807493	112.999755	119.214741	125.771552	132.688987	\$751.59
Collection .8%								
OPERATING REVENUES	2017	2018	2019	2020	2021	2022	2023	
Sales Tax - Percent change from prior year	6.00%	6.00%	5.50%	5.50%	5.50%	5.50%	5.50%	
	82.095585	87.021320	91.807493	129.142507	136.245345	143.738839	151.644476	\$821.69

OPERATING REVENUES	2017	2018	2019	2020	2021	2022	2023
Sales Tax - Percent change from prior year	6.00%	6.00%	5.50%	5.50%	5.50%	5.50%	5.50%
Sales Tax Revenue	82.095585	87.021320	91.807493	145.285357	153.276052	161.706235	170.600078

Sales Tax Incremental Revenue

Sales Tax Revenue	2017	2018	2019	2020	2021	2022		Total Change
Change .6 to .7	0.000000	0.000000	0.000000	16.142850	17.030706	17.967395	18.955602	70.096554
Change .6 to .8	0.000000	0.000000	0.000000	32.285603	34.061311	35.934683	37.911090	140.192687
Change .6 to .9	0.000000	0.000000	0.000000	48.428452	51.092017	53.902078	56.866693	210.289240

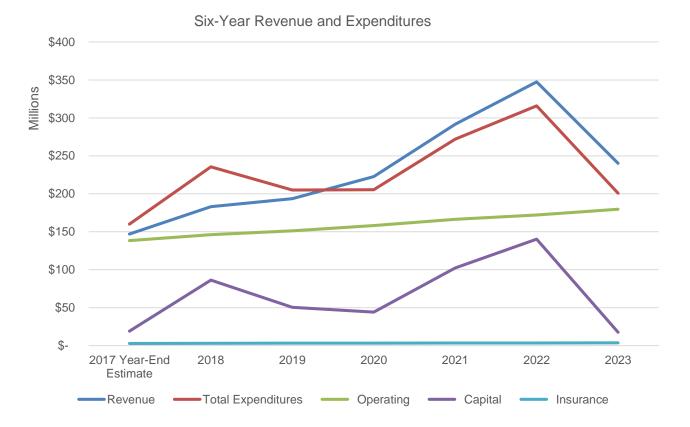
Pierce Transit Six Year Forecast .7% Sales Tax



Additional revenue would allow us to add approximately:

- 1. 60,000 service hours
- 2. \$40 million capital

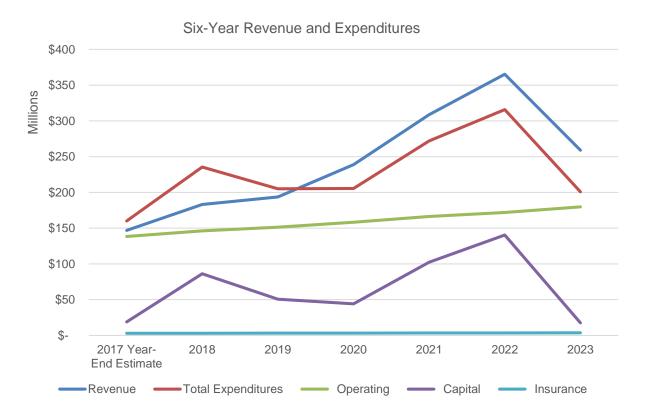
Pierce Transit Six Year Forecast .8% Sales Tax



Additional revenue would allow us to add approximately:

- 1. 120,000 service hours
- 2. \$80 million capital

Pierce Transit Six Year Forecast .9% Sales Tax



Additional revenue would allow us to add approximately:

- 1. 180,000 service hours
- 2. \$120 million capital

Changing the boundaries of a PTBA: Annexation vs. PTIC





- Formed under RCW 36.57A
- A special-purpose district authorized to and primary function to provide public transportation service within all or a portion of the benefit area. Cities must be wholly included or excluded.
- A PTBA may collect fares for service and, with approval of the majority of the voters within the area, impose a sales and use tax within the area.
- Governed by board up to 9 (plus non-voting union rep)



- PTBA may provide services outside boundaries either starting or ending in PTBA, or also by contract under an ILA with a city or county Transportation Benefit District (Ch. 36.73 RCW and Ch. 35.21 for cities)
- PTBA may "acquire by purchase, condemnation, gift, or grant and to lease, construct, add to, improve, replace, repair, maintain, <u>operate</u>, and regulate the use of transportation facilities and properties within <u>or without</u> the public transportation benefit area or the state..." RCW 36.57A.090.
- But, must meet test of "improving the welfare of individuals and property within the PTBA boundaries."

Sales And Use Taxes For Public Transportation Systems RCW 82.14.045

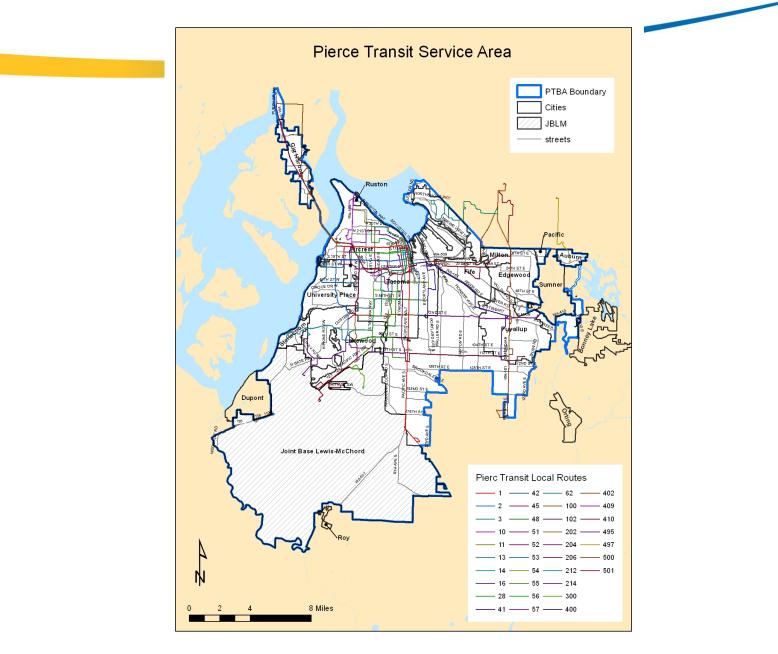
(1) The legislative body of any ... PTBA ... may, by resolution or ordinance for the sole purpose of providing funds for the operation, maintenance, or capital needs of public transportation systems ... submit an authorizing proposition to the voters ... and if approved ... impose a sales and use tax in accordance with the terms of this chapter. ... The rate of such tax shall be [up to] nine-tenths of one percent of the selling price

. . ..



- PTBA Board Composition Review Committee (BCRC) is a meeting of the members of county council and designated representatives component cities to review the composition of the PTBA board, and change if deemed appropriate
- BCRC held at least quadrennially
- Last review in 2016; next review in 2020 unless annexation triggers need for new BCRC
- Composition could be considered more often than every 4 years— with certain annexation or with a PTIC.

Current Boundaries, per PTIC in 2012





Annexation (RCW 36.57A.140) or

Public Transportation Improvement Conference ("PTIC") (RCW 36.57A.020)



- A jurisdiction-specific question, intended for areas directly contiguous to the existing PTBA.
- If a new area is proposed to be annexed to a PTBA, the annexation requires a vote of the people to be annexed on annexation and taxation.
- The only thing that can happen under annexation is that a new jurisdiction joins the PTBA.
- If area to be annexed is in another county, annexation to be approved by that county's council (if area is unincorporated), or by that city's council.



- Annexation of an adjacent area into a PTBA is placed on the ballot in one of three ways:
 - By resolution of a PTBA finding that annexation is in the best interests and general welfare of the PTBA (to be done biennially);
 - By petition calling for such an election signed by at least
 4% of the qualified voters in the proposed annexed area; or
 - By resolution of a PTBA upon request of any city for annexation thereto.



- Any annexation resolution must describe boundaries of area to be annexed.
- Resolution "shall require that there also be submitted to the electorate of the territory sought to be annexed a proposition authorizing the inclusion of the area within the public transportation benefit area and authorizing the imposition of such taxes authorized by law to be collected by the authority." RCW 36.57A.140 (3).



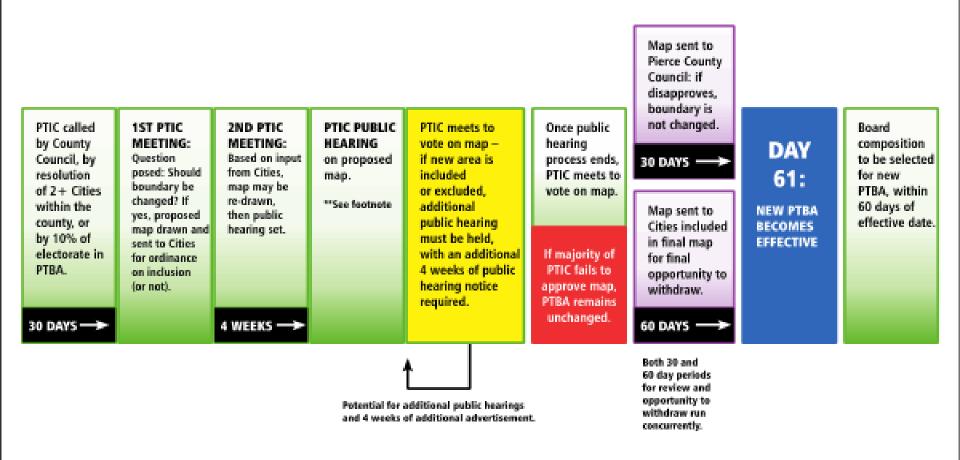
If area is annexed with a population of greater than 15 % (or combined areas greater than 25%) of the PTBA at last BCRC meeting, or if area is annexed from another county, BCRC meeting shall be held within 90 days to review Board composition.

This review is in addition to quadrennial review.

RCW 36.57A.055.

RCW 36.57A.020-.055

Public Transportation Improvement Conference (PTIC) Timeline and Decision Points



PTIC Membership: PTIC is comprised of an elected representative selected by the legislative body of each city in Pierce County and the County Council.

** The conference may adjourn the hearing on the formation of a public transportation benefit area from time to time not exceeding 30 days in all.

Public Transportation Improvement Conference (PTIC) RCW 36.57A.020

- Purpose of the Public Transportation Improvement Conference (PTIC) is to consider changing the current boundaries of the PTBA.
- Can occur as often as deemed necessary
- Subject to OPMA
- **PTIC** convened by:
 - E County Council
 - Resolution of 2+ cities in the county; or
 - By petition signed by 10% or more of the registered voters in the last general election in the PTBA

PTIC Procedure – Initial Meeting

First Meeting after 30 days' notice, during which time:

- all cities in within Pierce County appoint one elected official representative
- Pierce County Council invited to attend PTIC
- At the first meeting of the PTIC, question posed: Should boundary change be considered?
 - If yes, PTIC puts forth a preliminary boundary delineation to each city in the PTBA (Map #1); and
 - Each city, by ordinance adopted by the legislative body, gives preliminary input on whether city wishes to be included. (Vote of electorate <u>not</u> required) *Note: new law in '16 requires ordinance.*

Boundaries changed based on advisement from cities; this forms basis of public hearing (Map #2)



- Should only be held after each city provides preliminary input on inclusion, or not, in the boundary delineation
- **Notice required for public hearing:**
 - published in newspaper weekly for 4 consecutive weeks;
 - Notice must include description and Map #2
- Public hearing held on Map #2
- Any interested person (or group) may be heard

PTIC Procedure –Second Meeting and Possible Additional Hearings And Meetings

PTIC considers Map #2

- If adds or deletes additional territory to Map #2, PTIC must hold a 2nd Public Hearing
 - May not delete any portion of Map #2 that will create an island of included or excluded lands, and
 - May not exclude a portion of a city
- Additional Public Hearings held each time map is revised, all on four additional weeks of notice



- After hearing(s), PTIC eventually must consider resolution to fix boundaries of revised PTBA
- By resolution, must declare that the proposed PTBA is "conducive to the welfare and benefit of the persons and property therein."
- Results in a proposed final boundary map (Map #3), which is then sent to Cities and to County Council

PTIC Procedure – What happens after PTIC Sends Out Proposed Final Map?

Pierce County Council 30 day Review, one of two options:

- By resolution, may disapprove the revised PTBA by finding that it either includes portions of the county which could not be reasonably expected to benefit or excludes portions of the county which could be reasonably expected to benefit resulting in boundaries not changing.
- Do nothing which will result in the revised PTBA moving forward
- NOTE: County Council cannot unilaterally change the revised boundary line.
- Each city remaining has 60 days to pass a resolution to withdraw - which could impact final map
- Effective Date day 61
- Final map (Map #3) to State Auditor, Dept. of Revenue
- Followed by a BCRC within 60 days

Key differences between Annexation and PTIC

Issue	Annexation	PTIC		
Vote of electorate?	Yes	No		
How impact boundaries?	Only contiguous area may be added	Areas can be added or deleted; may be connected by non- service corridor; cannot leave "islands" or "doughnuts"		
Who has ultimate control over changes?	Voters	County Council		
Trigger BCRC?	If annex sufficient additional population	Yes, automatically		
How long?	As long as it takes to send out to ballot	Minimum 120 days		



- A PTBA can operate transit service outside its boundaries under contract with a Transportation Benefit District, but:
 - Provided, that doing so improves the lives of individuals and property within the PTBA
 - There are risks here: tort, ADA and taxpayer suit, challenging the legality of the service itself.
- To connect to a non-contiguous area (like a major employer or housing development), can annex in order to run non-service corridor.

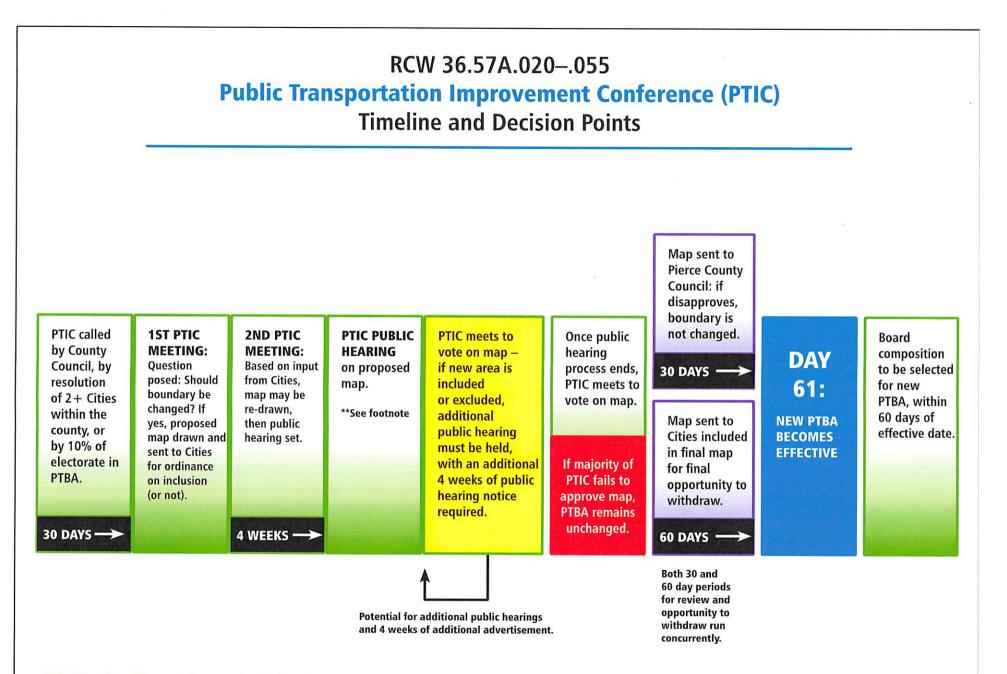


- The Board should consider annexation every other year; last consideration in 2016
- TBD could contract with us; Board would need to make finding that doing so benefits individuals and property within the PTBA
- PTIC could be called, and boundaries changed entirely



Questions & Discussion





PTIC Membership: PTIC is comprised of an elected representative selected by the legislative body of each city in Pierce County and the County Council.

** The conference may adjourn the hearing on the formation of a public transportation benefit area from time to time not exceeding 30 days in all.

Pacific AvenueSR 7 CorridorHIGH CAPACITY TRANSITFEASIBILITY

Project Update & Recommendations

Pierce Transit Board of Commissioners

Darin Stavish (Pierce Transit) & Stef Viggiano (WSP)

Thursday, March 29, 2018



Discussion Items

- What is High Capacity Transit (HCT)?
- What is Bus Rapid Transit (BRT)?
- Project Update
 - Northern Terminus
 - Market Street Routing
 - Design Concepts
 - BRT Vehicle Selection
 - Community Outreach Activities
 - Entry into Project Development with FTA
 - Key Milestones



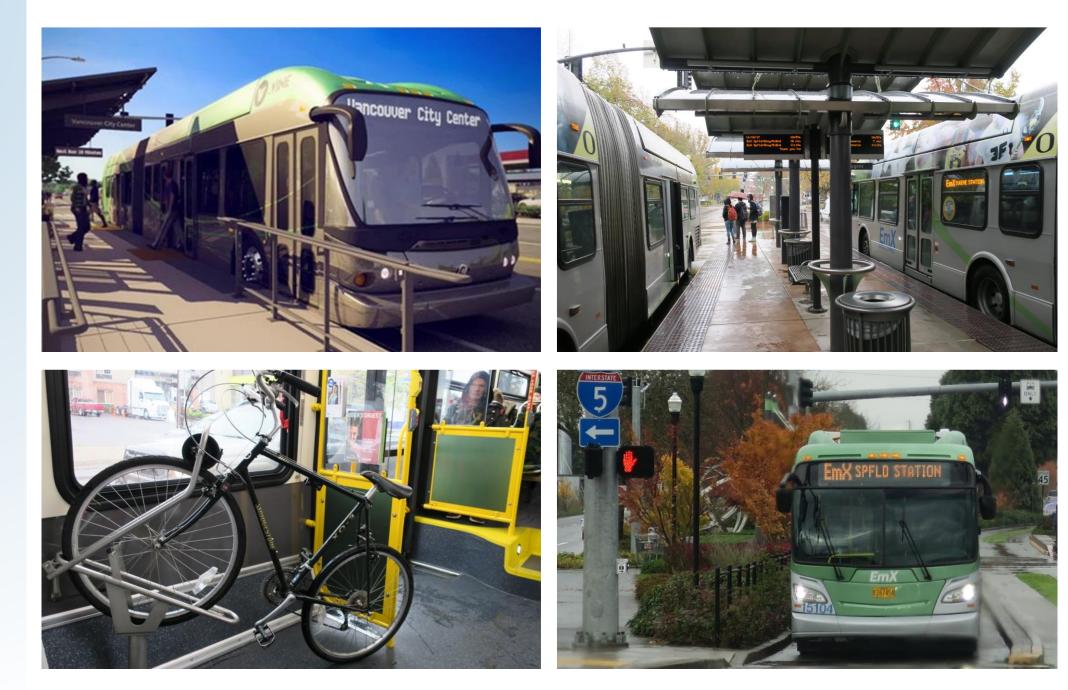
High Capacity Transit Modes and Costs







* Additional revenues would be required to operate this service.





https://www.youtube.com/watch?v=9BZ_xvZoqV4&feature=youtu.be&t=12

What else makes it BRT ...?



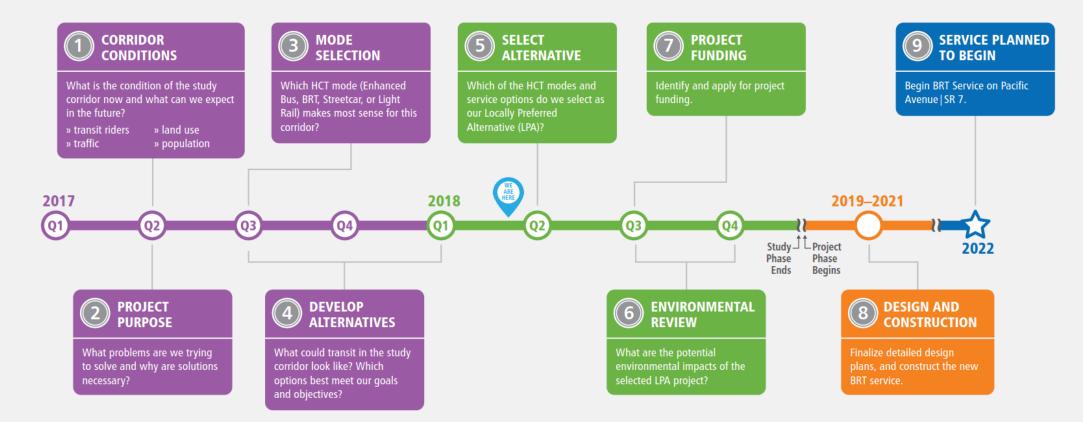


Partner Agency Coordination

- Technical Advisory Committee (TAC) Members
 - Federal Transit Administration (Region 10)
 - City of Tacoma
 - Pierce County
 - WSDOT
 - Sound Transit
 - Puget Sound Regional Council
 - University of Washington-Tacoma and Pacific Lutheran University
- Topic-specific Meetings
- Corridor Design Workshops
- FTA Updates/Coordination



Project Schedule





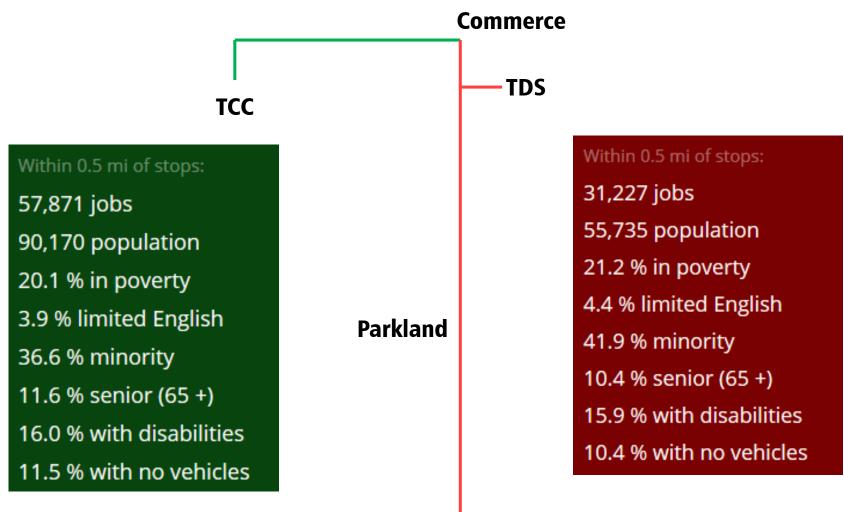
COMMUNITY OUTREACH: Study webpage, open houses, community meetings, corridor contacts

Northern Terminus Recommendation

- Study Area corridor originally defined as Commerce to Spanaway for the following reasons:
 - Availability of ROW/potential for full BRT treatments
 - Desire to enhance Sound Transit investments at TDS
 - Transit-dependent passengers narrative
 - Future land use and redevelopment narrative
- Approved by voters through ST3 in November 2016
- Shown in Pierce Transit's *Destination 2040* and PSRC's *Transportation 2040* Long Range Plans

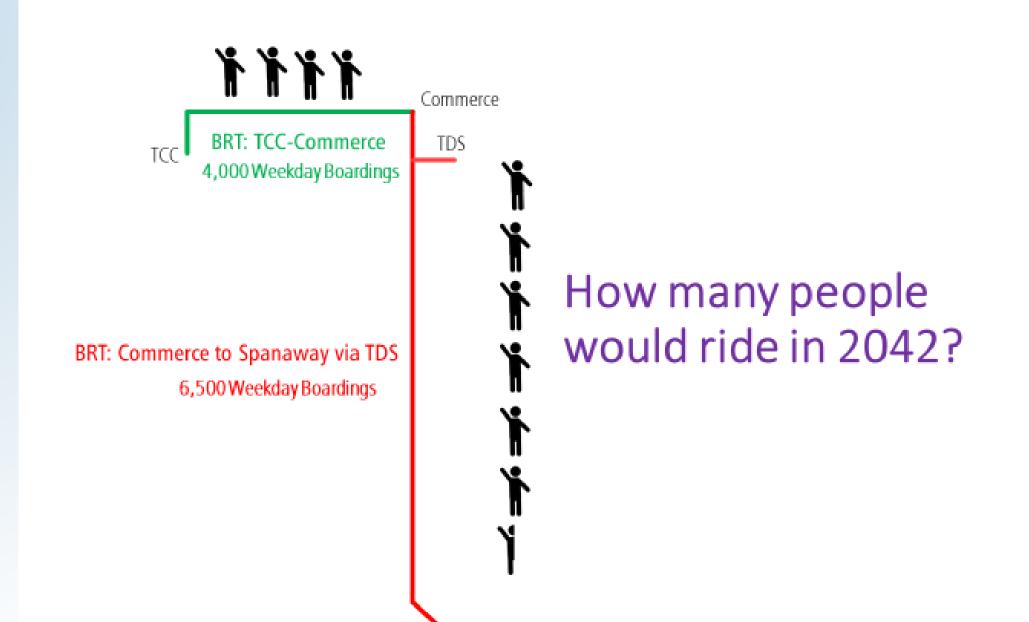


Characteristics of Route 1





Spanaway



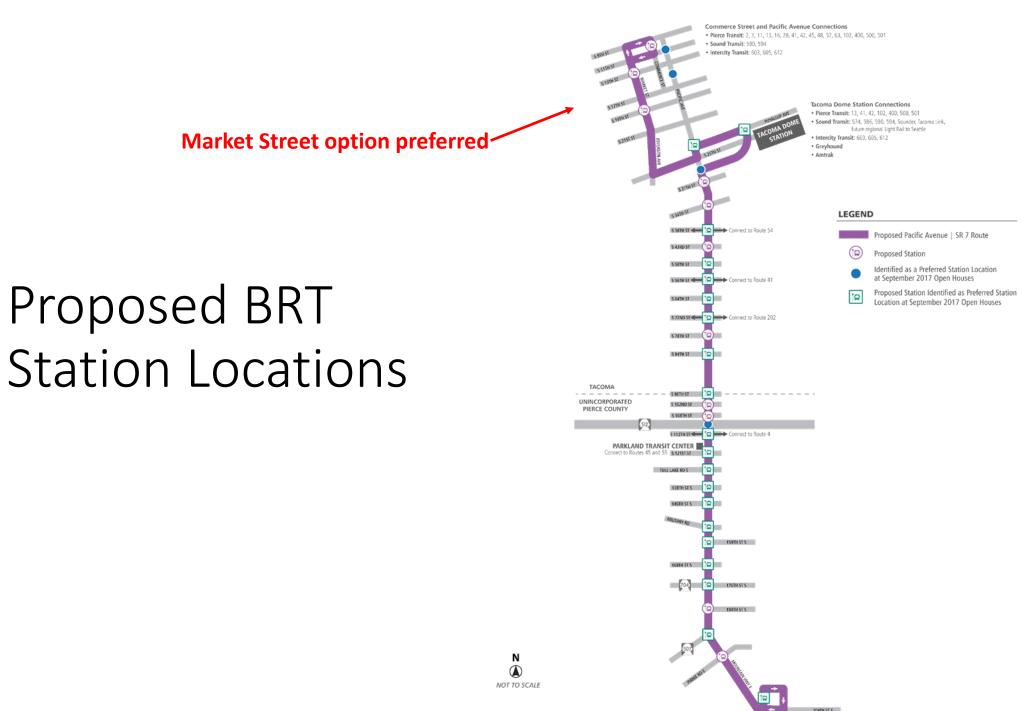
Spanaway



Decision Factors

- 1. Original intent of the study
- 2. Partner agency expectations
- 3. Corridor segments that can accommodate BRT
- 4. Total corridor length cost
- 5. Federal funding uncertainty under Small Starts program
- 6. Partner agency expectations





Curbside Running Design Concept: BAT Lane



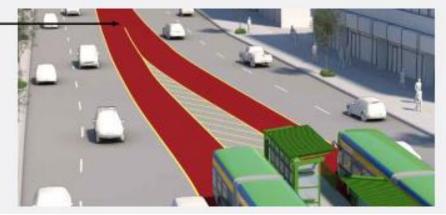


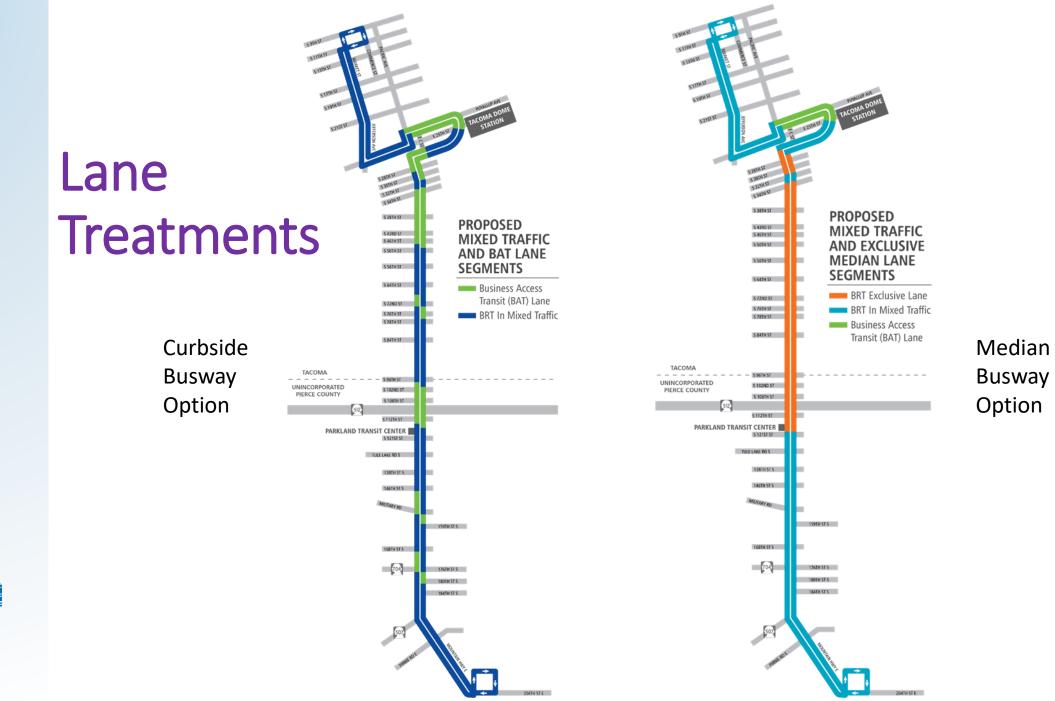
Median Running Design Concept





For constrained areas, a single bi-directional lane could be considered.







Higher Density Land Uses Planned Corridor-wide











Specialized BRT Vehicle with Unique Features

≻60-foot articulated coach

➤Low emissions

- Electric vehicles available
- >Open and spacious interiors
- ► Room for bicycles on board

- ➤Low-floor/level boarding
- Additional room for standees
- Passenger doors available on both right and left sides
- ➤ Easier access for persons in wheelchairs













Community Outreach Activities

- Open Houses
 - September 2017
 - November 2017
 - March 2018
- Website with Virtual Open House option
- Meeting with Organizations and Neighborhood Groups
- Direct contacts using *GovDelivery*
- Fact Sheets/Bus Rack Cards



Request to FTA to Enter Project Development



- Project meets necessary requirements
- Once approved:
 - officially a Small Starts project
 - all costs can be applied to project local match
- Approval takes 45-60 days



Key Milestones

- Request to enter into Project Development with FTA: April 2018
- Select Locally Preferred Alternative: June 2018
- Submit Small Starts Ratings: September 2018
- NEPA Submittal to FTA: November 2018
- 60% Design/Small Starts Grant Agreement submittal: December 2019
- BRT Revenue Service Begins: December 2022



Questions?



piercetransit.org/hct-feasibility-study/







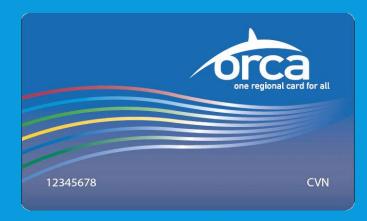
Next Generation ORCA

- Fare Structure Review
- Low Income Fares
- School Pass Programs



next generation ORCA

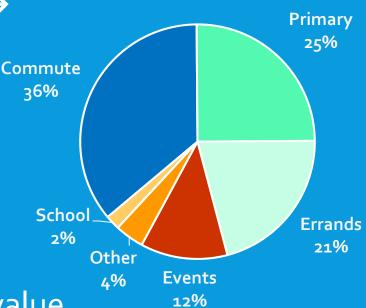
ORCA WHY ARE WE REPLACING THE CURRENT **ORCA** SYSTEM?



- Contract for ORCA with ERG (now Vix) was signed in 2003
- Current technology is aging
- Proprietary system prevents competition
- Contract expires in 2021
- Equipment becoming obsolete
- Further transit system expansion is happening
- New technology and payments evolution is coming

ORCA CUSTOMER SURVEY RESULTS

- Who answered the survey? \rightarrow
- Most liked about ORCA:
 - Convenience
 - Speed (of boarding)
 - Regional mobility
- Least liked about ORCA:
 - Delays in reloading products/value
 - Not enough locations to reload
 - Website interface
 - No mobile solution



ORCA CUSTOMER IMPROVEMENTS

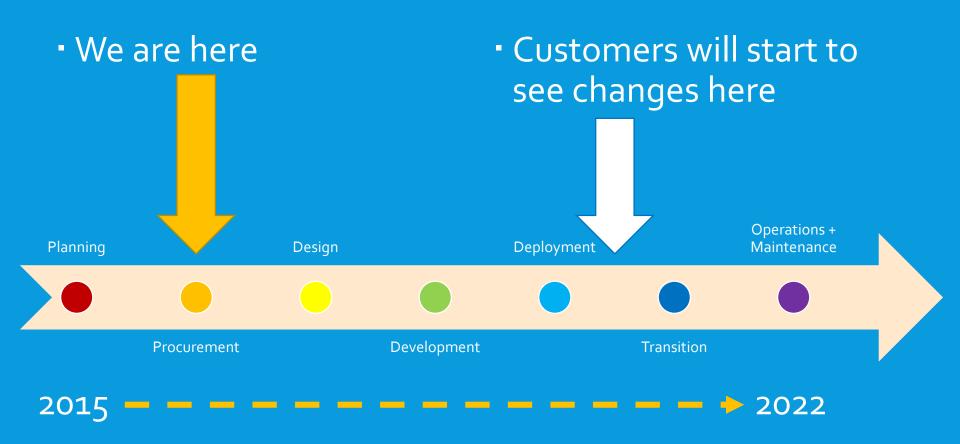
Instant account updates







ORCA OVERALL TIMELINE





Fare Policies and Structure



- The Pierce Transit Board of Commissioners shall review transit fares at least once every two years
- The fixed route farebox recovery goal shall be twenty percent
- It is the intent of the Agency to achieve parity between its SHUTTLE fare and adult fixed route cash fare over time

Current Fares

	2018
Adult Cash	\$2.00
Adult Regional Monthly Pass	\$72.00
Adult Agency Specific Monthly Pass	N/A
Adult All Day Pass	\$5.00
Adult Ticket	\$2.00
Senior/Disabled Cash	\$1.00
Senior/Disabled Regional Monthly Pass	\$36.00
Senior/Disabled Agency Specific Monthly Pass	N/A
Senior/Disabled All Day Pass	\$2.50
Senior/Disabled Ticket	\$1.00
Youth Cash	\$1.00
Youth Regional Monthly Pass	\$36.00
Youth Agency Specific Monthly Pass	N/A
Youth All Day Pass	\$2.50
Youth Ticket	\$1.00
Summer Youth Pass (June - August)	\$36.00
Class Pass	\$48.00



Fare Type	Fare Revenue
Farebox	\$4,169,454
Adult All-Day Passes/Tickets	\$286,146
Discounted All-Day Passes/Tickets	\$62,795
Misc. Pass Sales	\$1,536
Summer Youth Pass	\$40,446
ORCA Regional Purse	\$1,280,501
ORCA Regional Pass	\$1,157,245
ORCA Institutional Pass - Passport	\$949,960
ORCA Institutional Pass - Choice	\$612,275
ORCA Institutional Pass - Purse	\$186,342
Total	\$8,746,700



Low Income Fares

King County Metro's and Sound Transit's Lift Program

- Initial ORCA card fee is waived
- ORCA Lift card recipients receive reduced fare for two years
- King County Metro also offers over \$3 million dollars annually for social/human service agencies to purchase tickets at a 90 percent discount

King County Metro's and Sound Transit's Lift Program

- King County Metro and Sound Transit (Link service only) Low Income Lift Program began March 2015
 - Reduced fares for ORCA LIFT riders also available on Seattle Streetcar and King County Water Taxi
- Sound Transit added Sounder and ST Express bus service to Program in March 2016
- King County Public Health and 8 social service agencies help administer the program



- Approximately 59,000 ORCA Lift registered users
- 5.2 million boardings on Metro, 1.5 million boardings on Sound Transit
- King County Metro and Sound Transit pay social service agencies to administer the Program (approximately \$1 million per year)
- King County **\$3** million in lost fare revenue per year
- Sound Transit **\$1.2** million in lost fare revenue per year



- Program began 30+ years ago
- Administered in-house
- Initial ORCA card fee is waived
- Recipients receive reduced fare for one year (50% discount)

Impacts to Pierce Transit if Implemented a Low Income Lift Program

- Would negatively impact Board of Commissioners goal of attaining 20 percent fixed route farebox recovery
- Potential program administration and/or staffing costs
- Assuming 25 percent or 40 percent of adult boardings would be low income = \$300,000 to \$500,000 in lost fare revenue per year

Pierce Transit Human/Social Service Fare Media Sales and Revenue

FARE MEDIA	2017 # Sold	2017 Revenue
SINGLE RIDE ADULT TICKET	42,762	\$85,524.00
SINGLE RIDE DISCOUNTED TICKET	30,643	\$30,643.00
ALL DAY PASS ADULT	36,960	\$184,800.00
ALL DAY PASS DISCOUNTED	11,887	\$29,717.50
SHUTTLE TICKET	36,322	\$51,877.00
τοτα	L 158,574	\$382,561.50

Fare Revenue Impacts if Human/Social Service Fare Media Sold at Discount

		25% discount	50% discount	90% discount
Revenue loss		(\$95,640.38)	(\$191,280.75)	(\$344,305.35)



School Pass Programs

- Regional partner with pass program 25+ years
- U-PASS powered by ORCA 2011
- Offered to faculty, staff, students
- Students pay \$45/qtr; Staff pays \$60/qtr
- "Universal U-PASS" Seattle campus





Pacific Lutheran University



- Bus Pass Consignment outlet prior to 0RCA
- Staff/faculty and student pass programs 2010
- Staff Passport Account; annual co-pay \$25
- Student "Choice" Account; pays \$10/month





- ORCA Business "Choice" Account 2009
- ORCA card loaded with e-purse value
- Students "check out" cards
- Managed by Associated Students of UPS (ASUPS)
- ASUPS budget





- Partner since 2012 with an annual Passport program
- Provides unlimited trips on Pierce Transit service
- Expanded program to cover additional 2000 students year-round – now 3525 students (high school only)
- Annual cost per student \$112





- E Launched Pilot student bus pass program April 2017
- Bus pass provided to all eligible students
- Student ID card with quarterly sticker
- Flash pass to ride Pierce Transit service





- Eaunched Pilot student bus pass program April 2017
- Bus pass provided to all eligible students
- Introduced ORCA cards provide accurate trip data
- Students pay \$5 to Ride all quarter
- Total boardings for Jan. & Feb 41,000







Questions/Discussion



Transit Board Governance

Pierce Transit Board Retreat

March 29, 2018

Pierce Transit

Board of Commissioners

- 9-member board
- 1 non-voting Union representative

Executive Finance Committee

- Subcommittee of four board members
- Can approve up to a \$1 million purchase
- No bylaws

Other Board Committee Structures

Agency	Frequency of Board Meetings	Study Sessions	Committees of the Board	Citizen Advisory Groups
Pierce Transit	1x/month	as needed	Executive Finance Committee *meets 1x/month if needed *four-member committee *authority to approve contracts up to \$1 million *Studies items/makes recommendation for do pass	Yes
CTRAN (Vancouver)	1x/month	as needed	None	Yes
Community Transit (Everett)	1x/month	quarterly	Four Committees (advisory only and not held subject to the OPMA) (4-member committees) *Executive Committee *Finance & Administration *Marketing Operations and Maintenance (may be eliminated) *Planning & Capital Projects	No
Intercity Transit (Olympia)	2x/month	as needed	Pension Committee (1 board member and staff) *meets as needed.	Yes
Spokane Transit	1x/month	as needed	Three Committees (advisory and subject to OPMA) *Planning and Development *Performance Monitoring & External Relations *Board Operations Committee	Yes
Whatcom Transit (Bellingham)	1x/month	as needed	Executive Committee *7 members *meets 1 week before the Board meeting to review the agenda. Makes recommendations. Subject to the OPMA and is considered advisory only	Yes

Sound Transit

Board of Directors – 18 members; establishes policies; provides direction and oversight

Executive Committee – Oversight/review of rules and structure; policies; financial plan/budget; legislative plan; communications; CEO performance

Operations & Administration Committee – Oversight of operating plans, services and customers. Approves service plan. Recommends service delivery, agency budget, operations and administrative policies to Executive Committee and/or full Board

Sound Transit

Capital Committee – Oversight of capital projects

Audit and Reporting Committee – Oversight/review of financial reports; internal/external audits; internal controls



Committee to review **KPIs**, data?

• Typically Operations Committee

Committee to review **large, ongoing projects** (e.g., Base Master Plan, Bus Rapid Transit)?

• Board of Commissioners input prior to full Board

Interest in returning to **Executive Committee?**



Two committees meet bi-monthly

EFC review large initiatives

• How is information disseminated to entire Board?

By-laws discussion