Mobility Transformation

Co-Development Agreement
between
The City of Austin and Rocky Mountain Institute

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A. Co-Development Agreement (CDA) Initiation Statement

This CO-DEVELOPMENT AGREEMENT (CDA), effective as of November 19, 2015, is made and entered into by and between The City of Austin, a United States Municipality (AUSTIN), and Rocky Mountain Institute, a Colorado 501(c)(3) nonprofit corporation (RMI), collectively referred to as the Partners.

This CDA shall not supersede the previous Memorandum of Understanding (MOU) signed between the Partners on September 14, 2015, which shall remain in full force and effect.

This CDA is intended to achieve alignment of expectation and ambition between the Partners with respect to the Mobility Transformation program. The City of Austin is entering into this agreement on its own behalf and on behalf of its citizens and stakeholders. The Partners, and, by extension, Austin stakeholders and citizens will all share collective responsibility for achieving the intended outcomes outlined herein.

In a fast-changing technology and business landscape, the Partners recognize a need to stay nimble with respect to program plans. The Partners acknowledge a potential need to revise the intended outcomes and statements of work to enhance the impact of the program by harnessing the power of unforeseeable technological and business-related innovation.

B. Context

Today's mobility system is built around personal vehicles available for any combination of potential needs—*just in case*. These privately-owned, individually-driven, gas-powered vehicles sit unused 95% of the time, cost their owners over $1 trillion annually, and account for 15% of all emissions in the U.S. The fully-burdened cost of these vehicles comes to about $3 trillion per year when road construction and maintenance, public land lost to parking, health costs, and other factors are included. As city populations increase, so does pollution, traffic congestion, and pressure on infrastructure.

A mobility system reliant upon personally-owned vehicles also forces low-income Americans, on average, to spend over 50% of their earnings on transportation. Even for median-income households in the U.S., transportation is the second-highest expense.

Emerging technologies and societal trends are creating an opportunity for a new mobility future in which electrified (and eventually autonomous) vehicles operate within transit-friendly, walkable, and bikeable cities. In contrast to the current, *just-in-case* transportation system, mobility becomes a service, available when and where it is needed—*just in time*— allowing fewer vehicles to do the same job at lower cost.

The cost of mobility could be 80% lower than its cost today, unlocking $1 trillion in value for consumers, businesses, and municipalities; improving access across all levels of society; reducing congestion; and decreasing emissions by 1 gigaton per year.

After a detailed and comprehensive national search, RMI selected the City of Austin to be the Lead Implementation City for its Mobility Transformation program. RMI also selected the City of Denver as the Lead Scaling Partner City to develop and prove out a collaborative solutions development and scaling model for the program.

RMI and the cities of Austin and Denver will partner to leverage the power of emerging technology and business innovation to expand and enhance mobility options, in turn reducing congestion, decreasing costs, improving equity, enhancing safety, reducing emissions, and ensuring continued economic growth for both cities.

C. Description of Program Projects

1) Interoperable Transit Data:

RMI and the City of Austin (the Partners) will team with transit authorities, universities, for-hire vehicle companies, app developers, and others to collaboratively establish an interoperable transit data system that enables a rich variety of public and private transit modes to deliver a seamless, convenient, and cost-effective mobility experience to users.

2) Mobility as a Service:

The Partners will kick-start the transition to Mobility as a Service by focusing on the greatest source of regional traffic, congestion, and emissions: commuters. The Partners and local non-governmental organizations will team with regional employers to aggregate demand for commuting solutions, stimulate new business among mobility service providers, and streamline delivery of mobility services from providers. To help grow these commuting services into fully-fledged Mobility as a Service, the Partners will also work together to create incentives that favor service-based mobility.

3) Fleet Electrification:

The Partners will team with transportation companies to drastically reduce the cost and increase the efficiency of fleets by electrifying high-mileage vehicles like taxicabs and transportation network company vehicles. The Partners will also work with the local utilities to enable electric vehicles to improve the electricity grid with smart charging and to potentially provide other ancillary services like frequency regulation.

4) Autonomous Vehicles:

The Partners will help accelerate the coming wave of autonomous vehicles by ensuring that Austin is an attractive location for technology leaders to launch commercial pilots.

5) Mobility-Oriented Development:

The Partners will create innovative land-use codes to encourage dense, multi-use developments that decrease the need to drive, enable alternative forms of transportation, and improve quality of life.

D. Summary of Overarching Project Outcomes: 2015-2016

1) Interoperable Transit Data:

Interoperable, reliable, and standardized public and private transit data that allows for integrated and real-time multimodal trip planning, real-time route optimization, and integrated booking and payment is readily available to user-facing data consumers such as transit app developers.

2) Mobility as a Service:

New, integrated, multimodal commuting services are deployed with Austin employers, laying a foundation for city-wide, on-demand Mobility as a Service in years 2-5.

3) Fleet Electrification:

High-mileage electric vehicles are deployed in Austin fleets and a foundation is laid for accelerating electrification in years 2-3.

4) Autonomous Vehicles:

An autonomous-vehicle-friendly regulatory environment and infrastructure are initiated to provide the foundation for accelerating autonomous vehicle deployment in 3-5 years.

5) Mobility-Oriented Development:

Code Next is in position to be the most advanced code in the U.S. with respect to non-personal-vehicle-oriented city planning and development and has laid the groundwork to flexibly accommodate future mobility paradigms.

E. Governance Structure

Statement of Purpose:

Understanding the significant scope and ambition of this program, the Partners seek to create a governance structure that drives decision-making, accountability, transparency, and community inclusiveness in the years ahead.
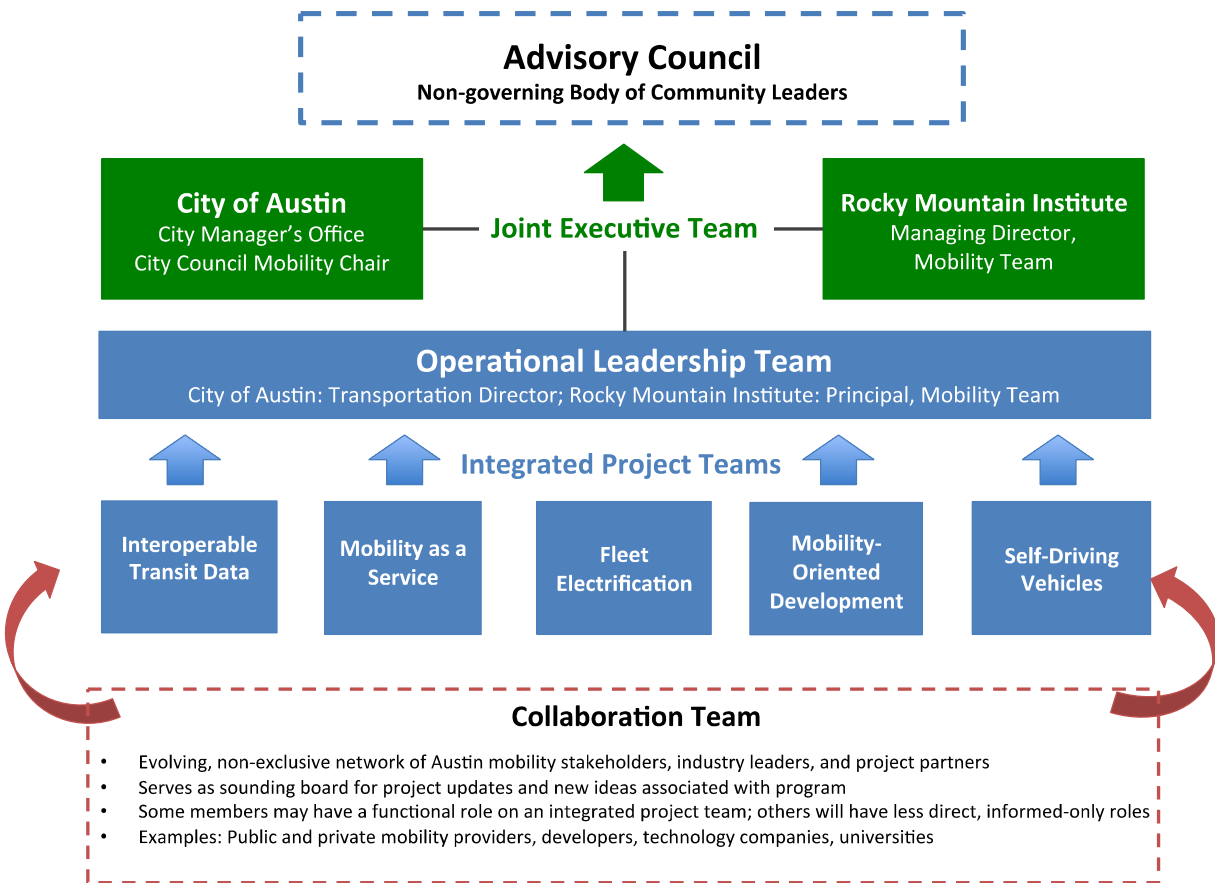
Advisory Council
Non-governing Body of Community Leaders

City of Austin
City Manager's Office
City Council Mobility Chair

Joint Executive Team

Rocky Mountain Institute
Managing Director,
Mobility Team

Operational Leadership Team
City of Austin: Transportation Director; Rocky Mountain Institute: Principal, Mobility Team

Integrated Project Teams

| Interoperable Transit Data | Mobility as a Service | Fleet Electrification | Mobility-Oriented Development | Self-Driving Vehicles |

Collaboration Team

- Evolving, non-exclusive network of Austin mobility stakeholders, industry leaders, and project partners
- Serves as sounding board for project updates and new ideas associated with program
- Some members may have a functional role on an integrated project team; others will have less direct, informed-only roles
- Examples: Public and private mobility providers, developers, technology companies, universities

Figure 1: Proposed Governance Structure

Advisory Council

Rocky Mountain Institute and the City of Austin recognize a need for a council that provides leadership, support, and a reporting process for this program. Such a council would be informed of program developments by the Joint Executive Team and will serve as a supportive body of community and industry leaders. The Advisory Council's meetings will be filmed and open to the public for comment.

Responsibilities:
- Convene on a quarterly basis
- Provide general guidance for program
- Broker introductions and help develop relationships with key community leaders
- Offer resources and support if needed

Membership:
- RMI representatives
- City of Austin representatives
- Travis County representatives
- Business, academic, and community representatives

Joint Executive Team

The Joint Executive Team will consist of leadership from Rocky Mountain Institute and the City of Austin. Each representative will sit on the Advisory Council and is responsible for facilitating communication of project updates in quarterly briefings.

Purpose:
- Establish a connection and reporting structure between the Integrated Project Teams and the Advisory Council

Membership:
- Robert Goode, Assistant City Manager, City of Austin
- Ann Kitchen, City Council Mobility Committee Chair
- Jeruld Weiland, Managing Director, Rocky Mountain Institute Mobility Team

Operational Leadership Team

The Operational Leadership team is responsible for overseeing and ensuring the success of the five integrated project teams. This team enables crosscutting oversight of operations and regularly communicates progress to the Joint Executive Team.

Purpose:
- Track progress toward program milestones
- Identify overlapping and synergistic opportunities
- Define and oversee roles and responsibilities within integrated project teams
- Maintain accountability across integrated project teams

Membership:
- Greg Rucks, Principal, Rocky Mountain Institute Mobility Team
- Rob Spillar, Director, Austin Transportation Department

Integrated Project Teams

Five integrated project teams, one for each program project, are responsible for executing day-to-day operations. Led by City of Austin and Rocky Mountain Institute personnel, each team will work regularly with community and business stakeholders to execute workstream deliverables.

Purpose:
- Manage timeline and deliverables for each of the workstreams
- Communicate new developments, opportunities, and challenges—as they occur—to the Operational Leadership Team

Membership:
- RMI Workstream leads
- City of Austin staff
- When and as appropriate: community and business stakeholders

Collaboration Team

The Collaboration Team will be an evolving network of business, government, and community stakeholders all committed to improving Austin's mobility system. This group will have a less formal relationship to the program and will have no specific responsibilities or deliverables. The Collaboration Team will provide a sounding board for project updates, new ideas, and general stakeholder and community engagement. When appropriate, members of the Collaboration Team will be recruited into more formal roles on Integrated Project Teams.

Purpose:
- Build reputation of RMI and MTX program throughout community
- Ensure that relevant community stakeholders and thought leaders are kept abreast of program updates and high-level strategic direction
- Solicit general feedback in non-committal and informal fashion (e.g., online forum, email listserv, quarterly forums/mixers)

Membership:
- Evolving and dynamic: community stakeholders can join and leave depending on the value they derive from the program
- Representation from broad range of business, academic, and nonprofit organizations, including but not limited to:
  - Public and private mobility providers
  - Entrepreneurial and tech community (incubators, startups, VCs)
  - Integrated Project Team members
  - Non-profit and advocacy organizations
  - Real estate developers and investors
  - Thought leaders and journalists guidance

F. 2015-2016 Statements of Work

1. Interoperable Transit Data

Comprehensive, high quality, and interoperable transit data, both to and from service providers and the customer, can deliver an enriched user experience. This experience leads to increased ridership for public transit, new business for private transit providers, and better city planning tools. Interoperable transit data (ITD) achieves seamlessness among travel modes by making discoverability, planning, and purchase possible by eliminating the siloes the data exists in today. It is also the foundation for multimodal mobility as a service.

Project Outcomes: Year 1

The Interoperable Transit Data workstream with the City of Austin will aim to achieve five Outcomes:

I. **Minimum data requirements to accomplish ITD goal developed and shared**
   RMI with **user facing data consumers** will agree on the minimum required data (i.e., an expected set of data that will be the minimum expected from each company) to meet the ITD goal. **RMI** and **transit data providers** in each travel mode operating in Austin will agree to share the identified minimum required data.

II. **Plan developed to implement incentives and regulations boosting data quality and interoperability**
   RMI will work with the **City of Austin** and the **Texas Department of Transportation** to identify and develop policies, incentives, and regulations that boost data quality and interoperability.

III. **Data standard sophisticated enough to meet the ITD goal is published and adopted.**
   RMI with **transit data providers** and **national ITD experts** will collaborate to publish a standard real-time and static data specification sophisticated enough to meet the ITD goal in Austin and beyond. This standard will be flexible enough that it allows for continuous improvement to data quality and sophistication and accommodates future transit technology development such as self-driving vehicles. **Transit data providers** of each travel mode adopt the standard and publish transit data that adheres to the new standard specifications.

IV. **Data is stored in historical data repository**
   Transit data providers of each travel mode allow data to be stored in a historical data repository in Austin. The repository will: (i) inform city planning (as Center for Transportation Research's Data Discovery Environment already does), and (ii) provide data that enables user-facing data consumers determine and display, on a predictive basis, availability of on-demand transit services.

V. **Customer-facing multimodal project developed**
   The new data reporting minimums along with the new standard data specification is incorporated into a customer-facing multimodal mobility pilot project in Austin (which is likely done in conjunction with RMI's commuting as a service project).

Key Project Deliverables: Year 1

Outcomes	Key Deliverable	Timeframe
I, II. Improve data quality	MOU establishing transit data minimum requirements	Q1 2016
	Memo identifying available transit data and gaps to meeting requirements	Q1 2016
	Action plan for city incentives and regulations that boost transit data quality and interoperability	Q1 2016
III. Improve data interoperability through standardization	Stakeholder meeting and vetting of initial data specification development plan	Q1 2016
	Multi-stakeholder plan for data specification development	Q2 2016
	New data standard and communications protocol published (e.g., online spec, technical paper) via multi-stakeholder agreement	Q3 2016
V. Use data improvement for multimodal project	Mobility project incorporating interoperable transit data launched	H2 2016
IV. Store data in data repository	MOU identifying CTR data discovery environment needs, functions, and historical data requirements	Q1 2016
	Transit data provided to repository	Q4 2016
Documentation and integrated payment goals	Documentation of progress toward achieving project goals	Ongoing
	Integrated booking and payment capability widely available	Q4 2016+

2. Mobility as a Service

Commuting as a Service (CaaS) is an entry point for citywide, on-demand, multimodal Mobility as a Service (MaaS), part of a long-term solution to urban mobility and congestion. A well-designed commuting service will incentivize employers to aggregate employee demand, facilitate public-private partnerships to provide an integrated, multimodal commuting solution, and drive employees to use the service instead of commuting by singly-occupied vehicle. These efforts will support the development of a suite of mobility options in Austin that rivals singly-occupied vehicle (SOV) travel in terms of affordability, convenience, and reliability.

Project Outcomes: Year 1

The Mobility as a Service workstream with the City of Austin will aim to achieve five Outcomes:

I. **Austin has policies and a suite of mobility options in place that create a <u>favorable environment</u> for non-SOV travel**.
RMI will facilitate discussion between partners including but not limited to **CapMetro** and **private mobility providers** to develop new business partnerships that provide new mobility options that are available to the Austin region. **RMI** will provide recommendations for policies, incentives, and transportation demand management strategies that the **City of Austin, Travis County,** and **Austin employers** may evaluate and adopt.

II. **<u>Demand</u> for commuting pilots and solutions has been built and aggregated**.
RMI with partners including but not limited to **Movability Austin**, **the Thrival Company**, the **City of Austin** and **Travis County**, and the **Greater Austin Chamber of Commerce** will work to recruit employers and employees to participate in one or more commuting service pilots and/or solutions. Partners will seek commitments from employers to (1) serve as a testing ground for commuting service pilots and (2) aggregate employee demand with other nearby employers to build critical demand for, decrease costs of, and increase the efficiency of commuting solutions.

III. **One or more <u>commuting service pilots</u> has been launched.**
RMI will use commitments by employers to serve as a testing ground—secured in Outcome II—to conduct targeted outreach to partners including but not limited to **CapMetro**, the **City of Austin** and **Travis County**, **investors**, and **private mobility providers** to implement one or more commuting service pilots. These targeted pilots will test out hypotheses or assumptions about the use of mobility as a service (e.g. reimbursing employees for a for-hire vehicle trip to their nearest transit stop will increase their transit ridership), new business models (e.g. on-demand first and last mile travel to transit), and new service functionalities (e.g. integrated payment). **RMI** will inform the development of pilot concepts, facilitate connections between providers and participating employers, and support identification of potential funding sources.

IV. **Public and private mobility providers have delivered an integrated, multimodal <u>commuting solution</u>**.
RMI will use commitments by employers to aggregate demand with other nearby employers—secured in Outcome II—to conduct targeted outreach to partners including but not limited to **CapMetro**, the **City of Austin** and **Travis County**, **investors**, and **private mobility providers**. Partners will compete to provide an integrated, multimodal commuting solution for participating employers that meet the needs of participating

employers, incorporates some or all of the building blocks for citywide Mobility as a Service (e.g., integrated payment), and builds on the results of experimental pilots. Solutions will provide benefits to the Austin region and will not be limited for use to participating employers and employees.

V. **Austin has plans to <u>expand</u> access to and <u>improve</u> service functionality.**
    RMI with partners including but not limited to **CapMetro, private mobility providers, Movability Austin, the Thrival Company**, and participating **Austin employers**, will collect performance data on new commuting solutions and pilots, track progress toward project goals, and identify critical success factors to ensure that solutions are scalable across the Austin region and replicable globally. Partners will co-develop plans to expand access to and improve functionality of commuting solutions, integrating existing efforts among mobility providers and learnings from pilots to enable citywide on-demand MaaS in years 2-5.

Key Project Deliverables: Year 1

Outcome	Key Deliverable	Timeframe
I. Austin has a favorable environment for alternative mobility.	Comprehensive set of recommended policies, incentives, and TDM strategies for alternate mode commuting and mobility, based on the most successful concepts being implemented or piloted by leading cities globally	Q1 2016
	Comprehensive assessment of available mobility services in Austin (including new and emerging) with recommendations for service improvements or expansion	Q3 2016
II. Demand for commuting pilots and solutions has been built and aggregated.	Recommendations for one or more regions, corridors, clusters of employers, or target markets to deploy experimental commuting service pilots	Q4 2015
	Business case for employers to aggregate demand for commuting services	Q4 2015
	Commitments from participating employers to (1) serve as a testing ground for commuting service pilots, (2) aggregate demand with other employers, and internally champion and incentivize employee participation	Q1 2016
III. One or more experimental commuting service pilots has been launched.	Recommendations for promising commuting service pilot concepts based on new business models, hypotheses or assumptions to test, and new service functionalities	Q1 2016
	Identification of potential funding sources for development and launch of commuting service pilots	Q1 2016
	Launch of one or more commuting service pilots with participating employers	H1 2016
IV. Public and private mobility providers have delivered an integrated, multimodal commuting solution.	Commuting solution business model that meet the needs of participating employers, incorporates some or all elements of citywide MaaS, and builds on learnings from commuting service pilots in Outcome III	H1 2016
	Plan for commuting solution implementation, including funding, user interface, procurement, and logistics	H1 2016
	Launch of an integrated, multimodal commuting solution with participating (aggregated) employers	H2 2016
V. Austin has plans to expand access to and improve service functionality.	Documentation of progress toward achieving project goals.	Quarterly
	Documentation of the results of and learnings from commuting service pilots based on analysis of use data and user feedback	H2 2016
	Recommendations for improvements to and expansion of commuting solutions and pilots, as well as enabling policies, to enable citywide MaaS	Q4 2016

3. Fleet Electrification

RMI's Fleet Electrification (FE) project aims to replace gasoline vehicles with electric vehicles in high-mileage fleets. These fleets include taxicabs and transportation network company vehicles that often drive 50,000-70,000 miles per year, 5 times a typical consumer vehicle. At high mileage, EVs make pure economic sense as their lower operating cost outweighs higher upfront sticker price. Also, each vehicle electrified leads to hundreds of thousands of gasoline miles displaced in just a few years. Fleet operators and drivers also tend to make more logical financial decisions on the vehicles they purchase and drive compared to a typical consumer.

Project Outcomes: Year 1

The Fleet Electrification project with the City of Austin aims to achieve five Outcomes:

I.   **At least <u>one taxi</u> firm has launched a <u>pilot using electric vehicles</u> in its fleet.**
     RMI, with local taxi service partners, will develop business and logistics models to deploy electric vehicles in their taxi fleets. Third party companies will assist in procurement/logistics and utilities/charging infrastructure companies will help with optimizing charging.

II. **At least <u>one TNC</u> has launched a <u>pilot using electric vehicles</u> in its fleet**.
     RMI, with TNC partners, will develop business and logistics models to deploy electric vehicles for use by their driver partners. Third party companies will assist in procurement/logistics and utilities/charging infrastructure companies will help with optimizing charging.

III. **Austin's new taxi franchise <u>prioritizes electric vehicles</u>.**
     The City of Austin, with input from RMI and relevant taxi companies, will prioritize electric vehicles in the new taxi company under consideration by the city. This prioritization could take many forms to be determined by the city and other stakeholders, but will send a clear message that the city desires some, if not all, of the new taxi vehicles to be electric.

IV. **Austin has options for electrifying its <u>municipal fleet</u>**.
     RMI will coordinate interactions between the city and electric vehicle service providers like **Vision Fleet** to provide several options for the city to incorporate electric vehicle into its fleet. These vehicles have the potential to improve the environment in Austin as well as save the city money.

V.   **Austin has the incentive, ownership, and financing models as well as infrastructure and learned logistics to allow fleet electrification to <u>ramp up</u> greatly in years 2 and 3**.
     The City of Austin, RMI, Taxi Firms, and TNCs will create a plan to implement the necessary charging and other logistics to allow fleets to incorporate large numbers (100s) of EVs in less than 3 years.

Key Project Deliverables: Year 1

Outcome	Key Deliverable	Time-frame
I. At least one taxi firm has launched a pilot using EVs	Business case for EV taxis	Done
	List of city incentives for EV taxis elevated for review	Q2 2016
	Alternative business, ownership, and financing models to mitigate challenges with upfront costs and savings distribution made available to taxi companies	Q1 2016
	Pilot plans for each fleet including launch, logistics, and tracking	Q2 2016
	EV pilot launched	Q3 2016
II. At least one TNC has launched a pilot using EVs	Business case for EV TNC vehicles	Done
	List of incentives for EV TNC vehicles elevated for review	Q2 2016
	Alternative business, ownership, and financing models to mitigate challenges with upfront costs and savings distribution made available to TNC drivers	Q1 2016
	Pilot plans for each fleet including launch, logistics, and tracking	Q2 2016
	EV pilot launched	Q3 2016
III. Austin's new taxi franchise prioritizes electric vehicles	List of city incentives for EV taxis elevated for review	Q2 2016
	Alternative business, ownership, and financing models to mitigate challenges with upfront costs and savings distribution made available to the new franchise	Q1 2016
IV. Austin has options for electrifying its municipal fleet	Alternative business, ownership, and financing models to mitigate challenges with upfront costs and savings distribution made available to TNC drivers	Q4 2016
V. Austin has the wherewithal to ramp up EV deployment greatly in the next 2-3 years	Plan for EV infrastructure to support fleet pilots and to enable future rollout of fleet EVs	Q4 2016
	Acceleration plan for increasing electrification in years 2-3	Q4 2016

4. Autonomous Vehicles

RMI's Autonomous Vehicle Commercialization (AV) project aims to make Austin the ideal place for autonomous vehicle technology leaders to pilot and deploy their technology. In as little as three years, Austin could be home to the first commercial deployments of this technology that will lead to improved safety and convenience, cost savings, congestion relief, and the proliferation of Mobility as a Service. By laying the groundwork now, Austin can be the first city in the world to reap the benefits of the future of mobility.

Project Outcomes: Year 1

The Autonomous Vehicle Commercialization project with the City of Austin aims to achieve three Outcomes:

I.   **Austin has the <u>most AV-friendly regulatory environment</u> in the country**
RMI and the **City of Austin,** with **AV tech leaders** and **thought leaders**, will evaluate existing regulation and remove potential barriers to commercial deployment of AVs in Austin.

II.   **Initial <u>AV infrastructure</u> is planned**
RMI and the **City of Austin**, with input from **tech leaders** and other **external partners**, will plan the first deployment of AV-centric infrastructure in Austin. This could be as simple as a single pick-up/drop-off zone or wireless charge point. The intent is to signal to the market that Austin actively encourages the deployment of these vehicles.

III. **Initial <u>AV commercialization</u> efforts are underway**
RMI and at least one **tech leader**, with assistance from the **city** and other **external partners**, begin planning for AV commercialization pilots/deployments when the technology is ready.

Key Project Deliverables: Year 1

Outcome	Key Deliverable	Time-frame
I. AV-friendly regulatory environment	Review and, if necessary, revision of any laws and regulations that may hinder commercial deployment of AVs	Q2 2016
II. AV infrastructure plan	A plan for the initial piece of infrastructure to be deployed as well as a plan for future infrastructure	Q3 2016
III. AV commercialization pilot plan initiated	Discussion and timeline for AV commercial pilot and deployment in Austin	Q4 2016

DRAFT DOCUMENT

5. Mobility-Oriented Development

Mobility-Oriented Development is a critical and foundational enabler for Mobility as a Service (MaaS). Aligning long-term planning around the public and private transit services, bicycling, walkability, and placemaking will improve accessibility to mobility while reducing the need for single occupancy vehicle ridership and ownership.

Project Outcomes: Year 1

The Mobility-Oriented Development workstream will aim to achieve four Outcomes:

I. **CodeNext includes a set of today's best-practices for mobility-oriented land use codes.**
RMI and the City of Austin will work together to identify nationwide best practices and **to establish similar or improved land-use codes that prioritize access to transit and mobility services in future development.**

II. **CodeNext language accommodates a future high market penetration of electrified, autonomous Mobility as a Service**.
RMI and the City of Austin will work with partners including but not limited to the University of Texas's Center for Transportation Research, automakers, and others to define and incorporate language that prepares Austin for widespread adoption of electrified, autonomous Mobility as a Service.

III. **RMI, the City of Austin, and community stakeholders co-develop a vision for a mobility-oriented city**.
RMI and the **City of Austin** will establish a dialog with partners including **Travis County**, **real estate developers, investors, employers,** and other **land use stakeholders** to create a long-term vision for a city built around Mobility as a Service. This vision will inform city planning and infrastructure investment decisions to enable electrified, autonomous Mobility as a Service.

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Key Project Deliverables: Year 1

Outcome	Key Deliverable	Timeframe
I. CodeNext incorporates best practices	RMI provides report detailing best practices for consideration in the new code	Q1 2016
	City considers best practices in first draft of code	Q1 2016
III. Code accommodates future mobility system	RMI provides code language that anticipates and accommodates a mobility future reflecting electrified, autonomous Mobility as a Service	Q3 2016
III. RMI and City of Austin present vision of mobility-oriented city	RMI and City of Austin convene stakeholders to co-develop a vision of a mobility-oriented city	Q3 2016
	RMI, City of Austin, and other partners produce and publicly disseminate a report based on event and subsequent discussions	Q4 2016

G. Communications Plan

The City of Austin and Rocky Mountain Institute recognize a critical need for sustained, coordinated, and transparent communications throughout the Mobility Transformation program. The subject of transportation is top of mind in Austin, and the community is eager for solutions. There is significant diversity in the opinions and solutions posed for solving the city's transportation challenges. Therefore RMI will launch and sustain a communications strategy that informs the community of our goals, gives Austinites a voice into the process, and shares progress toward meeting program milestones.

I. **Objective**
    Engage stakeholders across the city in order to co-develop and share ideas and solutions, and ultimately export best practices nation-wide.

II. **Audience**
    - City of Austin
        - City Government
        - Department of Transportation
        - Transit authorities and agencies
        - Technology providers
        - Academic institutions
        - Non-profit and philanthropic organizations
        - Transportation-related businesses
        - Civic leaders
        - Austin city residents
        - Transit-users
        - Local businesses and employers
    - Nationwide
        - City governments
        - Departments of Transportation
        - Technology and service providers
    - Collaboration Team
        - Multi-faceted, transparent stakeholder engagement
        - Evolving and open network of business, government, academic and community stakeholders
        - Sounding board for program updates, new ideas and plans
        - Central hub of collaborators and champions that engage and inform community
        - Development of information-sharing platform

III. **Strategy**
    - Demonstrate and generate awareness around the need and opportunity for mobility transformation in Austin.
    - Broker ideas, inputs, and solutions from community at large.
    - Illustrate and promote adoption of successful pilots and mobility solutions.

IV. **Activities**
    - Communication and celebration of programmatic milestones
        - Media outreach, broadcast, radio and print

- Social media campaigns
- Town halls
- Online platforms
- Community forums

- Events
  - Pilot launches
  - Program launches
  - Panels and content at SXSW and planned events, e.g. Mobility Week
  - Experiential event

- Pilot Programs
  - Austinites will be the first to test, experience and review program pilots
  - Austinites will provide user experience reviews to help develop and improve product offerings

V. **Metrics**
- Stakeholders/community (representing a wide range of needs) participation and engagement in events and communications platforms
- Stakeholder/community engagement with pilot projects around the city
- Community awareness, sentiment, and engagement
- Coverage around programmatic milestones/deliverables and outcomes

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H. Budget and Resource Plan

Intent: Facilitate a culture of collaboration between **RMI** and the **City of Austin**:

- RMI will fully cover its own expenses via its own funding sources

- The City of Austin and Collaborators agree to a matching contribution of resources/cost to the Mobility Transformation program through the following means:
    - Staff resources to work directly on or support the RMI Mobility Transformation program, including governance, communications, and project-related deliverables, as is consistent with existing city priorities, programs, and objectives.
    - Direct or in-kind contributions (e.g. office space, convening, lodging, mobility, communications), as is consistent with existing city priorities, programs, and objectives.

- The City of Austin and Collaborators agree to assist RMI in identifying appropriate funding sources for the Program, including but not limited to government grants, individual donors, and philanthropic foundations.

- Note: "Collaborators" include quasi-public and private businesses, academic institutions, professional associations, non-governmental organizations, and other direct participants in RMI initiated projects

Estimated annual RMI staffing and expenses, including salary and benefits, direct expenses, and direct overhead (overhead rates/allocations to be agreed)

- CY 2016 = 8 FTEH / $1.8M

- CY 2017 = 10 FTEH / $2.2M

- CY 2018 = 12 FTEH / $2.6M

I. Assignment

This Co-Development Agreement (CDA) may not be assigned by either party.

IN WITNESS WHEREOF, the Parties have executed this Agreement, effective on the day and year written above.

The City of Austin   Rocky Mountain Institute

By:_____   By:_____

Name: Name:

Title: Title:

Date: Date: