

Follow-up Questions for Ford-Deloitte Mobility grant request

Thank you for preparing the supplemental information so quickly after our meeting on March 20th. We still feel the justification for the use of public funds, specifically LDFA funds, is not quite clear enough.

Although the initial presentation was intriguing, it raised many more questions. Below is a list of questions we have assembled to help us further evaluate the grant request. If we are way off base in our understanding, that should be viewed as an indication of the lack of clarity we currently have.

What?

- 1) What is being created? What does success look like? It is not clear whether this simply a consulting project to analyze data (and provide the resulting analysis back to the participants) or if there is actually going to be tangible technology developed.

Why?

- 2) How is this project different than other existing smart city initiatives and technology platforms?
- 3) We understand that Ford Smart Mobility will bring data science, engagement, and mobility expertise and Deloitte Consulting will provide strategy, stakeholder management and engagement, mobility expertise, digital services, and systems integration -- Why is this team the *right one* to do this project and what are your past experiences in this area?

LDFA Relevance

- 4) Why is it necessary for an organization like the LDFA to fund this project (as opposed to Ford, Deloitte, City of Ann Arbor, Federal Government, University of Michigan, etc.)?
- 5) How do you see the LDFA \$300,000 grant for the Release 1.0 as supportive of the development of high technology enterprises and entrepreneurship in the Ann Arbor/Ypsi SmartZone? We have very specific restrictions on how our funds can be used mandated by the State SmartZone legislation. Please describe how you see this happening, rather than simply stating that it will.
- 6) What is the ongoing broad public benefit that justifies LDFA investment? The information provided in the supplemental memo listed the various stakeholders and the associated benefits for each (e.g., as described in the memo the benefit to the City of Ann Arbor would be: analysis and insight into operations, service & future investments). This a description of a deliverable, but it doesn't tell us why that deliverable is relevant, valuable, useful and worth LDFA investment. What we are looking for is for you to take that information one step further to describe how the deliverable benefits the general public.

Funding Questions

- 7) To what entity would the grant be made?
- 8) What is the total budget? What is the budget for each phase?
- 9) Who else is providing funding for this project and what are the contributions of each party? Who will be funding each stage of development?

Project Plan

- 10) What is the overall 5-year project plan?
- 11) What are the go/no-go points throughout the 5-year project?

- 12) Do you have a project plan for the Release 1.0 phase showing who is doing what and when to provide better insight into the use of funds and context for progress and success?
- 13) What will be the specific deliverables that come out of Release 1.0?
- 14) What are the internal controls of the project – who is overseeing the project, ensuring the appropriate use of funds, making decisions when complications arise, etc.
- 15) How will progress and project updates be communicated to participants and funders?
- 16) Who owns the data that is generated by the model? Do participating entities get access to it for their own internal uses?

Beyond this Project

- 17) It appears that Ford will own whatever is created out of this– suppose the project is a success. What is the anticipated business model?
 - a. What entity will be responsible for taking this platform into the market?
 - b. What will the rollout strategy be?
 - c. i.e. how does the platform generate revenue or how is it financially funded going forward? Do travelers pay a fee to use it? Do transit providers pay a fee to participate in the platform?
 - d. Who pays to commission the platform in a city/region (i.e. recruiting the participation of the transportation services, collecting all the data, entering data, testing). What about ongoing support?