

# STRATEGIC ROADMAP AND ACTION AGENDA



OPEN  
MOBILITY  
FOUNDATION



# A LETTER FROM THE EXECUTIVE DIRECTOR

The way we move around our communities is changing. From navigating via map apps and making parking payments to locating shared electric scooters or booking a taxi, we increasingly rely on technology to meet our mobility needs.

Throughout this digital revolution, we have entrusted our cities to plan, manage, and regulate public streets and rights of way. Unfortunately, they often lack the digital infrastructure required to keep up with the rapid pace of change.

That's why the Open Mobility Foundation (OMF) was founded in 2019: to establish a common digital language that can transform the way cities more predictably and dynamically manage transportation infrastructure in the modern era. The inclusive community of public agencies, technology companies, and mobility operators we convene, and the process by which we work, has become a trusted means to develop the open-source tools cities rely on to create safer, more accessible, and environmentally sustainable transportation systems. Our governance model, which is led by city officials but supported by private-sector partners, is at the heart of what we do. It has enabled our community to grow rapidly, manage multiple active projects, and maintain a strong track record of helping local governments create better outcomes for residents through data-driven transportation management.



As we look to the months and years ahead, it is critical to define the organization's role in the future of digital infrastructure and answer key questions: How can our governance model support community growth and evolution? How do we continue to develop valuable open-source tools that advance emerging technology beneficial in civic life? How does a unique organization like the

CONTINUED

OMF continue to drive meaningful change? In other words, what do we want to be when we grow up? These are some of the questions we sought to answer through The Rockefeller Foundation-funded Digital Infrastructure Convening Series.

As articulated in the Strategic Roadmap and Action Agenda, the OMF's impact has grown quickly, but there's much more we can accomplish.

By continuing to leverage our governance model, we'll tackle new challenges and develop future versions of the data specifications we steward the Mobility Data Specification (MDS) and the Curb Data Specification (CDS). With additional resources, we can remain flexible to address the evolving digital infrastructure needs of cities while also pursuing ways to assist with implementation and technical support for the communities that need it most. We will identify new ways of sharing best practices and driving collaborative innovation through storytelling. And, as we expand our reach and impact, we will remain focused on the public good.

This work wouldn't have been possible without Angela and Michael from the OMF team, our board of directors, members, and advisors. Thank you for your valuable insights and leadership. Thanks to Cityfi for their expert facilitation and distillation into clear and actionable steps. Most of all, thank you to The Rockefeller Foundation for supporting this effort, convening unlikely partners, and sparking innovations that lead to transformative change.

We embrace the change and look forward to what's next!



Andrew Glass Hastings

Executive Director, Open Mobility Foundation

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**BACKGROUND**

The Open Mobility Foundation (OMF) launched in June 2019 to support the creation, governance, standardization, and utilization of open-source, digital mobility infrastructure.

The OMF has equipped cities with critical tools and knowledge to address the increasingly digitally-enabled transportation landscape and evolve with new technology for mobility management. Through digital standards development and the facilitation of public-private coordination, the OMF plays a key role in ensuring the public realm is managed for its highest and best use.

Initially developed by the Los Angeles Department of Transportation and other key partners to manage dockless micromobility programs, the Mobility Data Specification (MDS), an open-source data standard and digital platform, gained traction in cities. As MDS adoption soared from a handful to hundreds of cities globally under the OMF, the nonprofit has diversified its work into curb management and other emerging transportation modes.

The hallmark of the OMF is and will continue to be the development of data standards, with a focus on how those standards help to generate desired community outcomes. Data standards create a common language that enables public agencies and private companies to effectively manage the public right-of-way and support broader mobility goals.



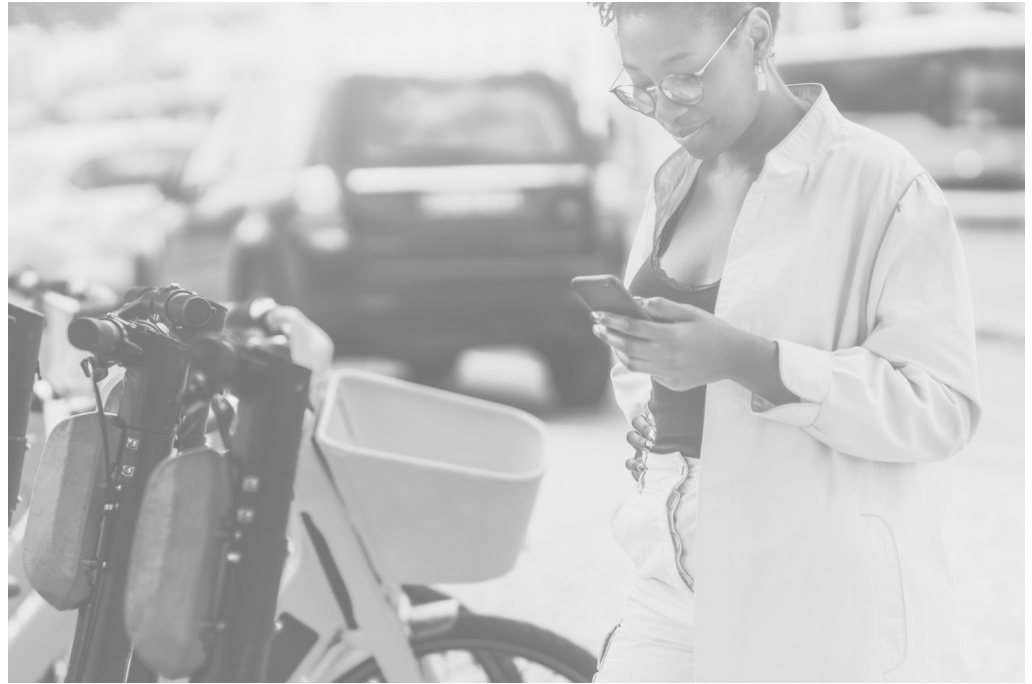
The OMF serves a unique role in bringing together cross-sector stakeholders, including municipalities, companies, and technical, policy, and privacy experts to jointly shape urban mobility services and digital management tools in an equitable and outcomes-focused environment.

Underpinning these organizational tenets is the shared desire for all people to have safe, equitable, efficient, and environmentally sustainable options to meet their transport needs. This is why, since its founding, the OMF has been intentionally led by cities. Their accountability to their residents, including the responsibility of ensuring a balance of mobility accessibility with data privacy, positions them to best champion technology solutions that serve the public good.

# STRATEGIC PLANNING PROCESS

The OMF undertook a yearlong strategic planning initiative in 2022 and 2023, the Digital Infrastructure Convening Series, which culminated in this long-term Strategic Roadmap and short-term Action Agenda.

Funded by the Rockefeller Foundation, the effort generated a renewed vision and mission, organizational goals grounded in strategies and actions, and potential future offerings and use cases that drive toward impact and sustainable revenue.



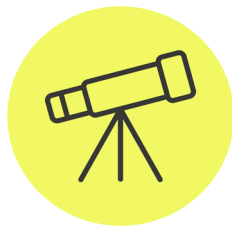
## THE STRATEGIC PLANNING PROCESS



**Document Review:**  
Understand the current state of the OMF



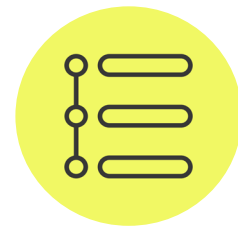
**Interviews with 22 Stakeholders:** Seek perspectives about the organization



**First In-Person Convening:** Explore visions for the OMF and the future of digital infrastructure



**Virtual Convening:**  
Operationalize offerings and resources



**Second In-Person Convening:** Prioritize tactics and actions

# GUIDING PRINCIPLES FOR THE STRATEGIC ROADMAP AND ACTION AGENDA

The Strategic Roadmap and Action Agenda is intended to guide staff and the OMF's Board of Directors in decision-making around programming, governance, fiscal sustainability, and organizational structure. However, an opportunity and challenge for the OMF is that it currently has more promising programmatic ventures than it has the capacity to implement. As such, to guide this near-term future, the OMF's Board and staff agreed to a set of foundational principles to assist to assist in prioritization and decision-making:



- Remain focused on mobility and transportation for use cases and programming.
- First pursue greater work within standards in the short-term (present through 2024), then move into tools and programs if needed to fulfill desired outcomes and meet revenue goals.
- Board governance comprises only public-sector representatives to ensure that the OMF remains an organization focused on outcomes for the public good. Committees will continue to include leadership from both private and public representatives.
- Proactively engage the private sector beyond current efforts in order for the OMF to more proactively drive the field of mobility data standards and digital infrastructure. Depending on exact programming choices, what this engagement looks like will vary, as these choices will dictate the value proposition to the private sector.
- Remain an organization that does not become absorbed by a larger entity, such as a foundation or research institution.



Given these principles, the OMF's immediate future is being viewed as a period of deepening its current priorities. The organization is committed to amplifying MDS and CDS, and remaining focused on the mobility space.

As capacity allows, the OMF will also test new ideas and offerings that may, in a longer-term future, shift the organization into other programmatic opportunities, such as developing tools and platforms, or moving into other spaces of digital infrastructure.

Both capitalizing on mobility opportunities and exploring new offerings serve to strengthen the OMF's value propositions for members and other key stakeholders.



In the near-term, the OMF's governance will remain as it is currently structured – publicly led with private-sector involvement.

The organization's principal governing body, the Board of Directors, is intentionally composed of representatives only from public member organizations to ensure that the OMF's outcomes are driving toward the public good. Both public and non-public members can participate in governance through the Technology Council, the organization's technical review body, and leadership roles on committees and working groups. A strength of the organization since its founding, this unique governance model proves successful in key ways:

- Cities are accountable to the public and manage the public right-of-way, best positioning them to lead the OMF's governance and mission of creating standards and technologies that serve the public good.
- Private companies, whose innovation and presence in the public right-of-way are transforming mobility patterns in communities, bring critical insight to the OMF's direction in other leadership roles and contribute substantially to organizational revenue.
- Providing private companies opportunities to serve in leadership roles, despite their omission from the Board of Directors, allows the OMF to serve as a unique "third space" for public and private entities to cross-collaborate and problem solve in the mobility and digital governance arenas.

The organization's strategic direction will continue to foster this cross-sector governance structure as the OMF remains a 501(c)(6) organization that does not become absorbed by a larger entity.





# OUR ORGANIZATIONAL ETHOS

## VISION

The OMF transforms how cities manage public space in the digital era to ensure that the mobility needs of everyone are met in safe, equitable, efficient, and environmentally sustainable ways.

## MISSION

The OMF revolutionizes urban mobility by bringing together diverse stakeholders to develop and deploy well-designed digital infrastructure tools that support cities' policy goals and emerging private sector technologies.



# VALUES



## COLLABORATION

We bring together cross-sector stakeholders to collectively advance digital infrastructure for mobility use cases in the public realm.



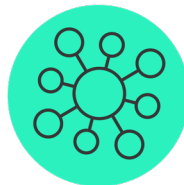
## IMPACT

Our work serves the public good by enabling more safe, equitable, and environmentally sustainable mobility options.



## INNOVATION

Our standards and solutions proactively transform the future of mobility through digital infrastructure.



## UNIVERSALITY

We build practical, easy-to-implement solutions that can be leveraged by both public agencies and private companies to better manage and use the public right-of-way.





# A ROADMAP FOR THE FUTURE

# GOALS, ACTIONS, AND KPIS

Positioning the OMF to make bold strides into the future and achieve critical advancements in digital infrastructure and mobility requires a strategic direction that is at once intentional, visionary, and operable.

Rooted in its values, the OMF is embracing a set of goals and strategies for the short (present through 2024), medium (2025 through 2028), and long (2029 and beyond) terms that build on organizational accomplishments and learnings. The Strategic Roadmap is accompanied by an Action Agenda that arms the OMF with concrete, achievable next steps aligned to suggested resources and target timelines.

**GOAL #1:** Advance mobility outcomes by extending the utility of MDS and CDS and considering expansion into digital tools and programs for managing the public right-of-way.

**GOAL #2:** Expand and strengthen the organization's cross-sector ecosystem to drive uptake of OMF standards and future offerings.

**GOAL #3:** Communicate the organization's work and vision to amplify awareness of the OMF and its role leading digital infrastructure and mobility transformation.

**GOAL #4:** Optimize and effectively leverage funding, partnerships, and internal capacity to deliver on the organization's mission and generate sustainable revenue.





# GOAL #1

Advance mobility outcomes by extending the utility of MDS and CDS and considering expansion into digital tools and programs for managing the public right-of-way.

**STRATEGY #1:** Work with members and partners to identify new mobility use cases that include the use of MDS and CDS.

## ACTIONS

- Build considerations for emerging transportation modes into the next version of CDS.
- Identify and develop new use cases that leverage MDS and CDS.
- Identify and offer support for new mobility modes in MDS and CDS.

**STRATEGY #2:** Develop new offerings and strategies to drive MDS and CDS adoption.

## ACTIONS

- Release the next version of CDS.
- Lead the SMART Grant Collaborative and position the OMF and awardees for inclusion in Stage 2 funding.
- Launch an outreach and engagement strategy to establish more public agencies as MDS and CDS users.
- Prioritize the potential future offerings on page 33 for near-term development by evaluating them with the Prioritization Screen and Pilot Framework (See Appendix C).
- Provide technical assistance for MDS and CDS, especially for non-technical users, through training, workshops, and webinars.
- Publish playbooks and guidebooks around topics like creating data requests and conducting curb mapping to support public agencies in maximizing the utility of MDS and CDS.
- Identify national and international policies, regulations, and standards that drive MDS and CDS compliance and should be supported by programming.

# GOAL #1

Advance mobility outcomes by extending the utility of MDS and CDS and considering expansion into digital tools and programs for managing the public right-of-way.

**STRATEGY #3:** Explore and develop new standards and digital infrastructure tools to manage the public right-of-way.

## ACTIONS

- Assess one potential new standard to develop and steward.
- Pilot a validation tool for signaling the quality of data feeds used with MDS and CDS.
- Devise a digital catalog that centralizes city policies, data, or procurement requirements relevant to the OMF's standards.

## POSSIBLE MEASURES OF SUCCESS

- Increased resources through awarded Phase 2 funding.
- Cities report increased ability to use MDS and/or CDS due to technical assistance opportunities provided.
- The next version of CDS released and adopted by 90% of OMF city members.

## CAPACITY NEEDED TO FULFILL GOAL #1 ACTIONS

- Private Sector Partners to develop and test new use cases.
- Technology Council for technical review.
- Strategy Committee to identify offerings that support cities' policy goals.
- Privacy, Security, and Transparency Committee to inform offering development and technical assistance.



## GOAL #2

Expand and strengthen the organization's cross-sector ecosystem to drive uptake of OMF standards and future offerings.

**STRATEGY #1:** Grow the member community.

### ACTIONS

- Develop and implement engagement strategies to convert MDS and CDS users to members.
- Generate and nurture potential public and non-public member leads.
- Augment and regularly refresh collateral for attracting new members.
- Explore pathways to engaging state agencies as potential members.

**STRATEGY #2:** Proactively engage the private sector by making membership more value-additive and compelling.

### ACTIONS

- Amend membership levels and benefits to increase value for and better resonate with non-public members.
- Reevaluate the non-public membership structure and consider adding a level as the development of offerings and promotional opportunities present additional value adds.
- Host a biannual open house event with current and prospective non-public members.

**STRATEGY #3:** Expand global membership and offerings.

### ACTIONS

- Identify, prioritize, and pursue target international geographies for growing membership.
- Audit current tools and programs and add features, such as multilingual content and time-zone accommodations, to make them more globally accessible.



## GOAL #2

**Expand and strengthen the organization's cross-sector ecosystem to drive uptake of OMF standards and future offerings.**

**STRATEGY #4:** Embed more value into programming and the membership structure.

### ACTIONS

- Establish mechanisms, such as regular surveys, to capture member feedback that can inform membership benefits and future offerings.
- Assess how to incorporate new offerings as direct benefits at different membership levels.
- Hold biannual meetings to inform members of the OMF's current and upcoming work and provide opportunities for networking and member updates.
- Offer in-person and digital opportunities for cross-sector members to connect and share knowledge, such as conferences, workshops, meet and greets, and facilitated connections among members.
- Evaluate resetting member dues based in part on analyzing those for like organizations and consider allowing in-kind contributions in lieu of dues under circumstances of demonstrated need.
- Annually evaluate and adjust the membership structure as needed to deliver and convey stakeholder value and support revenue goals.

**STRATEGY #5:** Provide resources and support for smaller and under-resourced public agencies to build capacity to utilize OMF standards.

### ACTIONS

- Identify key barriers to standards uptake and membership for smaller and under-resourced cities.
- Investigate ways to provide lower barriers to entry and standards adoption for members with a demonstrated need.
- Evaluate needs and opportunities to add staff dedicated to technical assistance and support for public agencies.

### POSSIBLE MEASURES OF SUCCESS

- Develop 30 prospective member leads by the end of 2023.
- Maintain an annual 90% membership retention rate.
- Engage in partnership or funding conversations with at least two state agencies.
- Host two open house meetings for prospective members with the target of attaining ten new members.

### CAPACITY NEEDED TO FULFILL GOAL #2 ACTIONS

- Seed funding for up-front costs for special events, such as biannual membership meetings, fundraisers, and/or workshops.
- Strategy Committee to inform value adds for new member types and geographies.

## GOAL #3

**Communicate the organization's work and vision to amplify awareness of the OMF and its role leading digital infrastructure and mobility transformation.**

**STRATEGY #1:** Promote the outcomes driven by OMF standards and work through proactive and strategic storytelling and advocacy.

### ACTIONS

- Create a comprehensive stakeholder list segmented by sector that can be used for targeted marketing, brand awareness, membership development, and general outreach.
- Develop and broadly distribute case studies and white papers to target audiences to showcase the OMF's impact on cross-sector stakeholders and the public.
- Annually audit the OMF website to determine the need for updated content, such as featuring success stories, case studies, and KPI performance.
- Research the feasibility of holding an annual fundraising event that provides an opportunity for revenue generation as well as increased outreach and awareness.

**STRATEGY #2:** Engage in thought leadership opportunities around shaping the future of digital infrastructure and mobility.

### ACTIONS

- Create an annual conference calendar to target new events and industries to increase the OMF's presence at forums that promote the value of digital infrastructure, mobility, and the public right-of-way.
- Pursue strategic opportunities to educate the public about digital infrastructure and its applications in the public right-of-way, such as having a presence at technology showcases and demo days, or leading speaking engagements at universities with technology, data, public policy, or urban planning programs.
- Develop a strategic communications and public relations strategy that tells the story of OMF's success with cross-sector collaboration and within the mobility space through various mediums and platforms. Proactively pitch this narrative through various outlets, including to the media, at conferences, and to potential new public and private members, as well as funders.



## GOAL #3

Communicate the organization's work and vision to amplify awareness of the OMF and its role leading digital infrastructure and mobility transformation.

### POSSIBLE MEASURES OF SUCCESS

- Number of citations by influential partners (e.g., cities, academic institutions, etc.) for OMF-sponsored white papers and case studies.
- 30% annual increase in OMF website traffic once generated white papers and case studies are posted.
- 20% annual increase in number of media outlets covering OMF work and projects.
- One public education event about MDS and CDS, likely in partnership with a public agency or SMART awardee, which results in an increase in membership growth.

### CAPACITY NEEDED TO FULFILL GOAL #3 ACTIONS

- Strategy Committee and Privacy, Security, and Transparency Committee to inform storytelling and thought leadership messaging.



## GOAL

# #4

Optimize and effectively leverage funding, partnerships, and internal capacity to deliver on the organization's mission and generate sustainable revenue.



**STRATEGY #1:** Pursue diverse and creative funding mechanisms to generate a sustainable and multi-faceted long-term revenue structure that is not reliant on membership.

### ACTIONS

- Explore pathways to acquiring federal and state funding, such as supporting members in writing the OMF into grant applications that could be strengthened by the use of MDS and CDS.
- Prioritize, test, and evaluate a new offering\* for programmatic and revenue viability using the Prioritization Screen and Pilot Framework.

\* See Appendix B for profiles of key offerings: case studies and success stories, certifications, cross-sector discussion forums, data validators, guidebooks and catalogs, SMART Grant Collaborative, and technical assistance programs.

**STRATEGY #2:** Establish strategic partnerships to amplify the organization's vision, work, and fundraising potential.

### ACTIONS

- Pilot partnerships with research and academic institutions, including leveraging student capacity to develop specific offerings and jointly applying for project-specific grant funding.
- Establish relationships with foundations and philanthropic organizations whose objectives align with the OMF's mission.

**STRATEGY #3:** Staff the organization to execute its work plans.

### ACTIONS

- Establish a biannual process to assess and refine staff priorities to align with organizational goals and member needs.
- Identify new staff positions that would be prioritized for hiring in the long-term as the organization grows in capacity and revenue.

## GOAL

# #4

**Optimize and effectively leverage funding, partnerships, and internal capacity to deliver on the organization's mission and generate sustainable revenue.**

**STRATEGY #4:** Mobilize the public-led Board of Directors and enhance the governance structure to advance the organization's strategic goals.

### ACTIONS

- Define core responsibilities for which Board Members will be held accountable to uphold the current working board model.
- Delegate core responsibilities for Board Members to champion based on individual expertise and experience.
- Determine if there are additional committees needed for public and non-public participation that would expand the capacity, time, and resources of the OMF staff.
- Develop a succession plan for the Board of Directors to ensure organizational continuity.

### POSSIBLE MEASURES OF SUCCESS

- Reduction in revenue share deriving from membership dues
- 3-4 state and federal funding opportunities with award potential of \$100K or more pursued annually.
- Testing of 1-2 of OMF's use cases and potential offerings completed annually to determine viability for revenue and outcomes-aligned programming.
- Generate at least two new relationships annually with research and academic institutions that can strategically support programming, and/or create a new partnership for funding.
- Pitch for programming funding made to at least two philanthropic funders by the end of 2023.
- Board roles and responsibilities updated and succession plan adopted.

### CAPACITY NEEDED TO FULFILL GOAL #4 ACTIONS

- Strategy Committee to help identify alignment with funding and partnership opportunities

# RESOURCES OVERVIEW

Strategy	GOAL #1			GOAL #2					GOAL #3		GOAL #4				
	1	2	3	1	2	3	4	5	1	2	1	2	3	4	
<b>PROGRAMMING.</b> Testing and scaling of new offerings; management of major initiatives, such as the SMART Collaborative; exploration of new applications in mobility standards and digital infrastructure tools.	●	●	●				●						●		
<b>TECHNICAL OPERATIONS.</b> Support for the Director of Open Source Operations to provide increased technical assistance to member cities implementing and managing MDS and/or CDS.		●					●	●			●		●		
<b>GLOBAL MEMBERSHIP.</b> Support for the Member Engagement Manager to manage growing geographies of OMF membership, as well as plan and implement increased membership programming as part of overall growth strategy.		●		●	●	●	●	●				●	●		
<b>COMMUNICATIONS AND OUTREACH.</b> Expanded resources for development of and outreach for OMF’s story and value proposition; management of public and media relations; coordination of platforms for increased OMF visibility (e.g., conferences, panels, etc.).		●		●						●	●				
<b>EDUCATION.</b> Increased support for managing additional member and non-member benefits that expand knowledge of OMF and utility of MDS, CDS and other future OMF standards and/or new service or product offerings.		●	●			●	●	●	●	●					
<b>ORGANIZATIONAL OPERATIONS.</b> Increased resources to assist the executive director, leadership team and board of directors with general operations and management of the organization as it grows in staff, programming and revenue.												●	●	●	●
<b>FUND DEVELOPMENT.</b> Assistance for the overall revenue growth strategy for the organization, such as private sector membership fees; federal, state and local grants; and philanthropic asks.		●	●	●	●	●				●	●				





# IMPLEMENTATION TIMELINE

The following is an implementation timeline for the actions described in the Strategic Roadmap.

This timeline is intended to support the OMF staff in prioritizing their time and understanding the necessary resources to accomplish key objectives over the upcoming months and years. The following actions are not in order of importance; they are only organized by the timeframe in which they should begin.

Actions are color coded according to their corresponding goal.

**GOAL #1:** Advance mobility outcomes by extending the utility of MDS and CDS and considering expansion into digital tools and programs for managing the public right-of-way.

**GOAL #2:** Expand and strengthen the organization's cross-sector ecosystem to drive uptake of OMF standards and future offerings.

**GOAL #3:** Communicate the organization's work and vision to amplify awareness of the OMF and its role leading digital infrastructure and mobility transformation.

**GOAL #4:** Optimize and effectively leverage funding, partnerships, and internal capacity to deliver on the organization's mission and generate sustainable revenue.



# SHORT-TERM ACTION AGENDA

## 2023

### Q3

### Q4

#### GOAL #1

- Prioritize the potential future offerings on page 33 for near-term development by evaluating them with the Prioritization Screen and Pilot Framework (See Appendix C).

- Identify and develop new use cases that leverage MDS and CDS.
- Lead the SMART Grant Collaborative and position the OMF and awardees for inclusion in Stage 2 funding.

#### GOAL #2

- Amend membership levels and benefits to increase value for and better resonate with non-public members.
- Reevaluate the non-public membership structure and consider adding a level as the development of offerings and promotional opportunities present additional value adds.

- Explore pathways to engaging state agencies as potential members.
- Identify, prioritize, and pursue target international geographies for growing membership.
- Assess how to incorporate new offerings as direct benefits at different membership levels.
- Establish mechanisms, such regular surveys, to capture member feedback that can inform membership benefits and future offerings.

#### GOAL #4

- Explore pathways to acquiring federal and state funding, such as supporting members in writing the OMF into grant applications that could be strengthened by the use of MDS and CDS.
- Establish relationships with foundations and philanthropic organizations whose objectives align with the OMF's mission.
- Establish a biannual process to assess and refine staff priorities to align with organizational goals and member needs.

# SHORT-TERM ACTION AGENDA

## 2024 Q1

## Q2

### GOAL #1

- Build electric vehicle charging considerations into the next version of CDS.
- Identify and offer support for new mobility modes in MDS and CDS.

- Release the next version of CDS.
- Launch an outreach and engagement strategy to establish more public agencies as MDS and CDS users.
- Identify national and international policies, regulations, and standards that drive MDS and CDS compliance and should be supported by programming.

### GOAL #2

- Generate and nurture potential public and non-public member leads.
- Host a biannual open house event with current and prospective non-public members.
- Evaluate resetting member dues based in part on analyzing those for like organizations and consider allowing in-kind contributions in lieu of dues under circumstances of demonstrated need.

- Identify key barriers to standards uptake and membership for smaller and under-resourced cities.

### GOAL #3

- Create a comprehensive stakeholder list segmented by sector that can be used for targeted marketing, brand awareness, membership development and general outreach.
- Create an annual conference calendar to target new events and industries to increase the OMF's presence at forums that promote the value of digital infrastructure, mobility, and the public right-of-way.

- Research the feasibility of holding an annual fundraising event that provides an opportunity for revenue generation as well as increased outreach and awareness.

### GOAL #4

- Define core responsibilities for which Board members will be held accountable to uphold the current working board model.
- Delegate core responsibilities for Board Members to champion based on individual expertise and experience.

- Prioritize, test, and evaluate a new offering for programmatic and revenue viability using the Prioritization Screen and Pilot Framework in Appendix C.
- Determine if there are additional subcommittees needed for public and/or private participation that would expand the capacity, time and resources of OMF staff.

# SHORT-TERM ACTION AGENDA

2024 Q3

Q4

## GOAL #1

- Assess one potential new standard to steward and develop.

## GOAL #2

- Augment and regularly refresh collateral for attracting new members.
- Hold biannual meetings to inform members of the OMF's current and upcoming work and provide opportunities for networking and member updates.
- Investigate ways to provide lower barriers to entry and standards adoption for members with a demonstrated need.
- Develop and implement engagement strategies to convert MDS and CDS users to members.
- Annually evaluate and adjust the membership structure to deliver and convey stakeholder value and support revenue goals.

## GOAL #3

- Develop a strategic communications and public relations strategy that tells the story of OMF's success with cross-sector collaboration and within the mobility space through various mediums and platforms. Proactively pitch this narrative through various outlets, including to the media, at conferences, and to potential new public and private members, as well as philanthropic funders.
- Annually audit the OMF website to determine the need for updated content such as featuring success stories, case studies, and KPI performance.

## GOAL #4

- Prioritize, test, and evaluate a new offering for programmatic and revenue viability using the Prioritization Screen and Pilot Framework in Appendix C.

# MEDIUM-TERM & LONG-TERM ACTIONS

## 2025 - 2028

### GOAL #2

- Audit current tools and programs and add features, such as multilingual content and time-zone accommodations, to make them more globally accessible.
- Evaluate needs and opportunities to add staff dedicated to technical assistance and support for public agencies.

### GOAL #3

- Develop and broadly distribute case studies and white papers to target audiences to showcase the OMF's impact on cross-sector stakeholders and the public.
- Pursue strategic opportunities to educate the public about digital infrastructure and its applications in the public right-of-way, such as having a presence at technology showcases and demo days, or leading speaking engagements at universities with technology, data, public policy, or urban planning programs.

### GOAL #4

- Prioritize, test, and evaluate a new offering for programmatic and revenue viability using the Prioritization Screen and Pilot Framework in the Appendix C.
  - Pilot partnerships with research and academic institutions, including leveraging student capacity to develop specific offerings and jointly applying for project-specific grant funding.
  - Identify new staff positions that would be prioritized for hiring in the long-term as the organization grows in capacity and revenue.
  - Develop a succession plan for the Board of Directors to ensure organizational continuity.
- Prioritize, test, and evaluate a new offering for programmatic and revenue viability using the Prioritization Screen and Pilot Framework in Appendix C.

## 2029 AND BEYOND



# ACKNOWLEDGMENTS

This work was made possible by the thoughtful participation and insightful feedback we received from the OMF staff, members, advisors, and community members.

Special thanks to the OMF Board of Directors and strategic planning steering committee listed below for their exhaustive work to steward this initiative. Their contributions have been invaluable in the creation of the Strategic Roadmap and Action Agenda, which will accelerate the OMF's reach and impact forward in the months and years to come.

Thanks again to Cityfi for their expert facilitation and distillation into clear and actionable steps. And, to The Rockefeller Foundation for supporting this effort.

## BOARD OF DIRECTORS

Margaret Anderson Kelliher, City of Minneapolis  
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Ramses Madou, City of San José (Chairperson)  
Brooke McKenna, City of Cambridge (Vice Chairperson)  
Art Pearce, City of Portland  
Seleta Reynolds, Los Angeles County (Chair Emeritus)  
Gemma Schepers, City of Amsterdam  
Francie Stefan, City of Seattle

## STEERING COMMITTEE MEMBERS

Regina Clelow, Populus  
Philippe Crist, International Transport Forum  
Ramses Madou, City of San José  
Brooke McKenna, City of Boston  
Todd Petersen, Lacuna Technologies



# APPENDIX A

# LESSONS LEARNED ABOUT DIGITAL INFRASTRUCTURE

The OMF serves as a leading voice in conversations on digital infrastructure in the urban mobility landscape and is poised to play an influential role in defining the future of digital infrastructure even more broadly beyond transportation.



## DEFINING “DIGITAL INFRASTRUCTURE”

There is not a universal, shared understanding of what the term “digital infrastructure” means. In the United States, “infrastructure” is often categorized by roadways, commercial buildings, and power supplies. In other geographies around the world, infrastructure may also more holistically encompass concepts like healthcare, housing and social infrastructures. As it evolves over time, how should “digital infrastructure” be defined and by whom?

## DETERMINING THE OUTCOMES WE WANT TO SEE

While public policy outcomes driven by the adoption of digital infrastructure are often broad and all-encompassing, there is value in deliberately considering, as an ecosystem, specific desired end states that digital infrastructure can help achieve. What future outcomes should the OMF and other cross-sector change agents champion, and how does digital infrastructure help to reach those goals?

## ENGAGING DIVERSE STAKEHOLDERS

The continued scaling of digital standards and tools will bring a diverse array of stakeholders into policy and governance conversations. Early engagement and information sharing can build a coalition of partners and advocates to further desired outcomes and build future use cases that incorporate digital infrastructure. The OMF can continue to play a critical role in bringing together stakeholders, promoting shared outcomes and providing constructive spaces that drive collaboration.



## FUNDING DIGITAL INFRASTRUCTURE

There is little historical context and experience for understanding how the future advancement of digital infrastructure will be funded. Decision-making authority and regulations will help inform who is best poised to fund pilot projects and programs in these areas and prompt related public policy conversations. The long-term possibilities of federal funds for digital infrastructure also remain to be seen. The OMF's direction of the SMART Grants Collaborative serves as a valuable test case and will be instrumental in showcasing proof points.

## DRIVING ADOPTION AND COMPLIANCE

Policy and regulation have the potential to drive and enforce compliance with the adoption of digital standards. However, the lack of standards enforcement creates a schism among cities, with some embracing digital infrastructure and others not. Thus, its implementation is not universal but has the potential to be catalyzed by regulatory provisions. The OMF can play a role in helping stakeholders realize policy objectives that promote digital infrastructure for the public good.





# STRATEGIC COMMUNICATIONS

Strategic messaging and a communications plan will become more critical as the organization deepens and grows its work.

The OMF's staff capacity does not currently allow for a communications manager, but the organization will need to continue developing its brand identity and associated strategic messaging in order to expand its reach and influence. Strategic messaging will also help the organization to clarify any misconceptions, such as the idea that the "Open Mobility Foundation" is a foundation and therefore does not need support from external revenue streams.



Strategic messaging will also help the organization strengthen and communicate its value propositions to various stakeholders, such as underscoring for the public and private sectors that mobility standards are a way to streamline and make more efficient use of time and resources by simplifying use of the public right-of-way.

Finally, strategic messaging will be critical to maintain a clear brand identity amidst ongoing changing political administrations at the local, state and federal levels. Being able to clearly communicate what the OMF is and what it does will help the organization to more quickly align with political allies, new members and new funding resources. Recommendations for future communications development include:

- Continue to evaluate and develop the OMF's website, social media accounts, and overall web presence.
- Build an internal communications repository of stock language, pitch decks, images, and other collateral for staff and Board members to use to consistently communicate about the OMF and its work.
- Develop a mechanism for regularly communicating updates to different stakeholders, such as through a newsletter.
- Develop an annual report for the OMF that communicates its key KPIs and successes to stakeholders.
- As the OMF geographically expands its membership, consider communications needs in different languages and geared toward different audiences, environments, and cultures.



# APPENDIX B





## KEY OFFERING PROFILES

Potential future offerings serve as possible drivers of organizational goals, member value, and sustainable revenue. Workshopped and initially prioritized during the Digital Infrastructure Convening Series, these tools and programs serve as recommendations for diversifying the organization's work, and are to be evaluated by the OMF to determine their programmatic and revenue viability.

# CASE STUDIES AND SUCCESS STORIES

Illustrate standards use cases, applications, best practices, and common challenges through case studies, white papers, success stories, webinars, or other channels to drive awareness of MDS and CDS as well as the OMF.

## VALUE PROPOSITIONS

### PUBLIC SECTOR

Gain ideas for standards use cases in communities, as well as apply lessons learned to their own communities

### PRIVATE SECTOR

Gain ideas for standards applications in research and development for products and services

### CROSS-SECTOR

Deepen current members' and standards users' understanding of MDS and CDS

## REVENUE MECHANISMS

- Embed in member dues
- Establish as a standalone offering for non-members

## PARTNERS

- Members and standards users
- Sponsors

## KPIS

- Revenue generated from access fees
- Number of viewers
- Audience engagement

## FUNDING

- Member dues and separate fees for non-members to access
- Sponsorship from philanthropies and academic and research institutions

## OTHER RESOURCES

- Additional staffing, such as with students or interns, for writing and creation
- Media outlets and communication channels for distribution and promotion



# CERTIFICATIONS

Certify **staff** that implements or provides services around the OMF's standards with a trustworthy credential that drives consistent standards implementation, and therefore outcomes, for the public and private sectors.

Certify **vendors** of products, software, and systems that incorporate MDS and CDS with a certification that denotes their proficiency in using these standards.

Certify **products** that can integrate MDS and CDS to enable less time and greater efficiency to deployment and project implementation.

## VALUE PROPOSITIONS

### PUBLIC SECTOR

- Can identify approved vendors and partners to simplify procurement and processes for MDS and CDS implementation

### PRIVATE SECTOR

- Serves as a competitive advantage over other providers and increases the value proposition for public agencies
- Creates greater efficiency, as with staff time and resources, around understanding procurement rules and the use of standards

## REVENUE MECHANISMS

- Establish as a standalone offering with consideration of member discounts and certification levels
- Consider having renewal options and associated fees

## PARTNERS

- Technical contractors
- Sponsors to jointly approve and certify

## KPIS

- Number of certifications provided
- Number of certifications renewed
- Number of customers that certified staff assist
- Revenue, which could be measured by available proxies, derived from certified products

## FUNDING

- Access fees separate from member dues

## OTHER RESOURCES

- Technical contractors or certification staff

# CROSS-SECTOR DISCUSSION FORUMS

Bring together stakeholders to build cross-sector and intra-sector partnerships; share perspectives on standards, mobility, and digital infrastructure; and collaboratively inform policies, programs, and tools.

## VALUE PROPOSITIONS

### PUBLIC SECTOR

- Convey challenges and public-sector dynamics to the private sector
- Better understand challenges, such as around procurement regulations, that the private sector faces in engagement
- Learn from the experiences and best practices of other communities as well as private-sector use cases

### PRIVATE SECTOR

- Showcase products and services to public agencies
- Help communities course correct policies and regulatory provisions to better align with private innovation
- Inform offering development by understanding community needs and learning from intra-sector peers

## REVENUE MECHANISMS

- Embed in member dues
- Establish as a standalone offering for non-members

## PARTNERS

- Sponsors

## OTHER RESOURCES

- In-kind donations like event space

## FUNDING

- Member dues and separate fees for non-members to access
- Sponsorship from private and public sector organizations, philanthropies, and academic and research institutions, which could produce follow-up white papers

## KPIS

- Revenue generated from access fees
- Number of forum attendees and change over time
- Amount of funding received
- Number of use cases, white papers or other documentation generated
- Number of new members
- Number of new member leads

# DATA VALIDATORS

Develop a tool for public and non-public data feeds that serves as a differentiator for data providers and streamlines validation, analysis, and procurement.

## VALUE PROPOSITIONS

### CROSS-SECTOR

- Provides a differentiating signal of quality for data feeds and the products into which they are embedded

## REVENUE MECHANISMS

- Pay per use or subscription model
- Consider offering free access for a certain number of initial uses or an initial trial period

## PARTNERS

- Private entities to develop and test

## KPIS

- Revenue generated from sales
- Number of feeds validated

## FUNDING

- Develop a business model where the validator is jointly developed with a company and the OMF takes a portion of generated revenue generated in exchange for promotion of the validator and access to members for sales purposes

## OTHER RESOURCES

- Additional staff, such as data science interns

# GUIDEBOOKS AND CATALOGS

Create cross-sector resources to advance proficiency in and capabilities around the OMF's standards, as well as to allow for greater alignment and transparency around activities that drive the usage of the OMF's standards.

Resources could include guidebooks or playbooks for curb mapping and management and MDS and CDS data requests, as well as catalogs of global city policies, data, and procurement requirements.

## VALUE PROPOSITIONS

### PUBLIC SECTOR

- Share policies, data, and procurement requirements to drive understanding and offering compatibility

### PRIVATE SECTOR

- Understand public policies and requirements to make procurement and offering development more efficient and in adherence with public stipulations

### CROSS-SECTOR

- Become more advanced at utilizing standards, especially for non-technical professionals and smaller, under-resourced organizations
- Eliminates manual effort to identify policies, data, and procurement requirements and captures these in accessible, standardized, digital formats
- Align with external practices and the cross-sector ecosystem around public right-of-way management and standards utilization

## REVENUE MECHANISMS

- Embed in member dues
- Establish as a standalone offering for non-members
- Consider offering free or discounted access, even if limited, for potential members and organizations with demonstrated need

## PARTNERS

- Public agencies to inform development and accuracy
- Academic and research institutions
- Media outlets for resource distribution and promotion

## OTHER RESOURCES

- Research and writing contributions from interns or public agency, research, and academic staff

## FUNDING

- Member dues and separate fees for non-members to access
- Federal, state, and other public-sector grants
- Contributions from research and data institutes

## KPIS

- Revenue generated from access fees
- Number of published resources
- Number of times resources accessed
- Articles published about the development of these resources
- New standards applications or use cases that organizations adopt
- Procurement efforts that have been streamlined



# SMART GRANT COLLABORATIVE AND PARTNERSHIP OPPORTUNITIES

Pilot CDS use cases with eight Strengthening Mobility And Revolutionizing Transportation (SMART) Grant awardees and engage with them to share CDS learnings for other communities, as well as apply for Stage 2 funding.

## VALUE PROPOSITIONS

### PUBLIC SECTOR

- Support the technical implementation and deepened use of CDS for communities' desired use cases
- Facilitate peer learning and knowledge sharing that could be leveraged by other communities in the future
- Create curb management use cases that further validate the value and effectiveness of CDS
- Generate future use cases and initiatives among communities in which the OMF could play a partnership role

## REVENUE MECHANISMS

- Derives 10% of each community's grant funding
- Potential for the OMF to be written into and generate revenue from Stage 2 funded grants

## PARTNERS

- SMART Awardees
  - Los Angeles, California
  - Miami-Dade County, Florida
  - Minneapolis, Minnesota
  - Philadelphia, Pennsylvania
  - Portland, Oregon
  - San Francisco, California
  - San Jose, California
  - Seattle, Washington
- Cityfi
- Harvard Kennedy School
- Urban Freight Lab
- Urbanism Next

## FUNDING

- U.S. Department of Transportation SMART Grants Program

## OTHER RESOURCES

- Media outlets and communication channels to promote work

## KPIS

- Number of awardees funded for CDS projects in Stage 2
- Amount of funding given for CDS projects in Stage 2
- Number of publications or case studies written and distributed about the SMART Collaborative
- Number of future, post-SMART partnership opportunities generated from program participation
- Increased CDS proficiency by SMART awardees

# TECHNICAL ASSISTANCE PROGRAMS

Provide **MDS and CDS technical assistance** through training, workshops, and webinars for technical and non-technical professionals to improve user proficiency and drive standards adoption for various use cases.

Host a **data scientist in residence or a data fellow** to assist members and other cross-sector standards users with implementing MDS and CDS and drive membership

## VALUE PROPOSITIONS

### PUBLIC SECTOR

- Maximize utilization of MDS and CDS and build technical capacity, especially for small, under-resourced organizations

### PUBLIC SECTOR

- Strengthen product development and technical standards proficiency

## REVENUE MECHANISMS

- Trainings, workshops, and webinars
  - Embed in member dues
  - Establish as a standalone offering for non-members
  - Consider offering free or discounted access, even if limited, for potential members and organizations with demonstrated need
- Data scientist in residence or data fellow
  - Embed limited or full access in Premium member dues or add-on fees
  - Establish as a standalone offering for non-members

## FUNDING

- Member dues and separate fees for non-members to access
- Sponsorship from private entities and data and academic institutes
- Federal, state, and other public-sector grants

## PARTNERS

- Technical support partners
- Data scientist in residence or data fellow

## KPIS

- Revenue derived from programs
- Number of organizations and professionals serviced
- Number of training, workshop, and webinar attendees
- New standards applications or use cases that are adopted
- Number of new members or leads derived from programs



# APPENDIX C





# PILOT FRAMEWORK & PRIORITIZATION SCREEN

The Pilot Framework was designed to help the OMF judiciously apply its limited resources and staff capacity to new ventures in manageable and impactful ways. The OMF could use this framework to test and learn from pilots, programs, and other work that could ultimately be scaled, evolved, or deprioritized.

The Prioritization Screen serves as a framework to guide OMF staff in selecting future offerings to test, while the Pilot Framework is a template for planning the development, implementation, and possible scaling of prioritized offerings.

## 45. PILOT FRAMEWORK

Prepare for testing

Part 1: Define scope of work / MVP

Part 2: Create pitch for target partners and funders

Part 3: Refine scope and create work plan

Evaluate & Learn

Part 4: Assess pilot performance success

Part 5: Next steps beyond piloting

## 55. PRIORITIZATION SCREEN



PILOT FRAMEWORK

**PREPARE FOR**

**TESTING**

# PART 1: DEFINE SCOPE OF WORK / MVP

## WHAT: DESIRED OUTCOMES

Objective: What are the intended results from this pilot?	
Outcome: What is anticipated to change?	
KPI: How are you measuring impact? Where can you find the data to support this KPI?	

## WHERE: GEOGRAPHIC SCOPE

What area will this idea cover?	
What population and/or demographic considerations are part of this geographic area?	
Are there any anticipated challenges or opportunities due to the location of the pilot?	

## WHO/WHAT: RESOURCES

People: staff, additional labor, etc.	Partners	Non-monetary resources	Other

## HOW: FUNDING

What costs or expenses may occur?	What are the most promising funding mechanisms and sources to fund this offering?	How much funding might be available?	How long might funding be available for?



# PART 2: CREATE PITCH FOR TARGET PARTNERS AND FUNDERS

Articulate the impact of your idea.

What is the basic description of your project?	
What challenges are you solving for users, partners or members?	
Who will benefit from this pilot?	
Why does this idea or project matter?	
What will be the impact?	
What is different about this pilot? What makes it stand out?	
What are the obstacles?	

Consolidate your answers in the space below.

--



Now that you have defined your idea for testing, it is time to engage partners and secure funding.

### MILESTONE:

#### Engage Partners

Reach out to the partners you identified in the previous phases. Use all the knowledge and details of the pilot you collected while going through the process.

### MILESTONE:

#### Secure Funding



PILOT FRAMEWORK

**EVALUATE &**

**LEARN**

# PART 3: REFINE SCOPE AND CREATE WORK PLAN

Clarify roles and responsibilities of your work plan by doing a RACI (responsible, accountable, consulted, and informed) chart.

	ACTIONS OR RESPONSIBILITIES			
OMF Staff/ Partner	Responsible: The person directly in charge of the work	Accountable: The person with final authority over the successful completion of the work	Consulted: Someone with unique insights the team will consult.	Informed: Those who are informed about the progress and completion of the work
Name:				
Name:				
Name:				
Name:				
Name:				
Name:				
Name:				

## FEEDBACK MECHANISMS

What feedback mechanisms are you putting in place to measure your work plan progress as it is implemented?	When are you evaluating them?

# PART 3: REFINE SCOPE AND CREATE WORK PLAN

As you implement, monitor the progress of your pilot

## MILESTONE:

Assess and Adjust

Is the project aligned with the timeline?	
Are the objectives and outcomes still aligned with your pitch (vision)?	
Are the KPIs giving you the information you need to learn from the pilot?	
Have you encountered any unexpected challenges?	
How did those challenges impact the implementation of the pilot?	
Is the budget on track?	
What tweaks or adjustments do you need to make to reach the outcomes you set out to accomplish?	

## MILESTONE:

Strategic communications

What do you seek to communicate?	Who will receive the information?	What are the best methods? Presentations, one pagers, community events, etc.	How will you acknowledge the funder?



# PART 4: ASSESS PILOT PERFORMANCE SUCCESS

How well did it fulfill prioritization criteria?	
What were the challenges?	
What were the successes?	
Are there opportunities to advance?	
Is there any value generated from advancing?	
Is there any additional funding needed if the pilot were to continue or scale?	

# PART 5: NEXT STEPS BEYOND PILOTING

Are there existing systems or processes capable of operating at a higher volume or that can support the expansion?	
Is there enough capacity within the team to manage a larger version of the pilot?	
What needs to change or grow to support an expansion?	
Are there resources necessary for expansion available?	
Is the expansion financially viable?	
Is there evidence of sufficient demand?	
Are there resources or support available to fill in the gaps?	

How and where can you share learnings and best practices?

How can this pilot be used to attract future funding or partners?

PILOT FRAMEWORK

**PRIORITIZATION**

**SCREEN**



## HOW TO USE THIS SCREEN?

Use the Prioritization Screen to ensure you are moving in the right direction.

Rate the project, initiative, or pilot using the column to the right. Once you have rated all the items listed, add the scores and use the suggested benchmark scores to facilitate a discussion and evaluate whether you should move forward or stop.

Scale:

- 2 Meets the criteria
- 1 Partially meets the criteria
- 0 Does not meet the criteria

Benchmark Scores:

- 0-15** No go
- 15-20** Likely no go but explore further
- 20-25** Likely go but explore further
- 25-30** Go

# PRIORITIZATION SCREEN

RATING

<b>ORGANIZATIONAL GROWTH AND REVENUE</b>	
Does this work drive toward sustainable, long-term revenue?	
Does this work contribute to increased member dues?	
Does this work attract and retain public and/or private-sector members, especially dues-paying?	
Is there opportunity to expand globally with this work?	
Is MDS and/or CDS adoption and expansion fostered by this work?	
<b>ORGANIZATIONAL MISSION AND GOALS</b>	
Is this work aligned with the OMF's values, vision and mission?	
Does this work advance at least one of the organization's strategic goals?	
Does this work continue to foster cross-sector collaboration and trust?	
<b>FUNDING AND INTERNAL CAPACITY</b>	
Is there a viable way to fund this work?	
Does the OMF have the staffing, whether internally or contracted, to execute on this work?	
Does this work support USDOT's SMART Grant and/or funding objectives? (applicable at least in the short term)	
<b>UTILITY AND MARKET DEMAND</b>	
Does this work solve or address a real need or problem for the public and/or private sectors?	
If so, does the work ultimately serve a desired outcome for the public sector?	
Is anyone else doing this work better than the OMF could? If not, does this work fill a market gap?	
Does this work involve something that cities have or should have jurisdiction over?	





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