

# The CAT PLR Working Group Policy Framework Initiative

## Some Initial Considerations to Share

Revised Draft (July 8, 2019)

### Overview

The Cooperative Automated Transportation (CAT) Coalition’s Policy/Legislative/Regulatory (PLR) Working Group identified as one of its priorities the task of identifying national, state, and local institutions that have established policies related to cooperative automated transportation. A policy framework is defined as a general set of principles meant to help set the context for a more detailed plan and guide the achievement of the plan’s intended outcomes.

The Working Group believes that these policies may offer insight on how best the transportation community should address CAT, given the lessons learned, emerging practices and case examples that can be discerned from institutions already engaged in this effort.

The PLR Working Group collected and reviewed 30 documents. The documents ranged from general policies or guidance developed by national organizations for their stakeholder communities to commissioned studies of varying level of detail to state CAV plans. From these 30 documents, the review team drew the following conclusions.

- Several commissioned reports or studies offered useful perspective on how best a state might frame its CAT policies. This report highlights these considerations. A number of the studies/reports/presentations, while useful for the generalities and analysis they provided, did not offer a basis from which transportation organizations could derive their own specific policies.
- Some policy documents focused primarily on a single stakeholder group within the transportation space. They do not offer potential emerging or best practices per se, but for the purposes of state and local DOTs, are important to keep in mind as they derive their own policies and plans.
- The CAV documents offer a mix of approaches from which emerging practices can be captured for use by the transportation community. The approach and level of detail of these documents is more operational than overarching policy-oriented. However, a number of the CAV documents begin with general considerations relevant to the jurisdiction’s starting point for the deployment of connected and automated transportation.

Before offering some general learnings and then the appendix of more detailed considerations and emerging and best practices, here is chart that offers a “composite” of noteworthy practices to consider when developing a CAT policy framework.

<b>NOTEWORTHY PRACTICES TO CONSIDER</b>	
<i>Initiating the Process</i>	Whether establishing a working group, advisory committee, or responding to a legislative inquiry, it is important to have a recognized entity that is perceived to carry weight when it presents its findings and recommendations.
<i>Establishing the context</i>	Many state initiatives have surfaced to address the future of Automated Driving System (ADS)-operated vehicles, <sup>1</sup> but as events have unfolded, individual state experiences have underscored

<sup>1</sup> The term Automated Driving System is defined in SAE J3016 “Taxonomy and Definitions for Terms Related to Driving Automation Systems for On-Road Motor Vehicles” as “[t]he hardware and software that are collectively capable of performing the entire DDT on a sustained basis, regardless of whether it is limited to a specific operational design domain (ODD); this term is used specifically to describe a level 3, 4, or 5 driving automation system.” A copy of J3016 can be download free of charge [here](#).

	an evolving landscape. The integration of connected and automated transport is a step beyond initial dialogue on just ADS-operated vehicles. Automation has become more broadly defined and a focus on cooperative automated transport (not just cars) is taking shape. States beginning with this broader “end in mind” may save time later when executing policy.
<i>Engaging Stakeholders</i>	Broader, rather than narrower stakeholder engagement helps frame institutional setting and makes the challenges of cooperative automated transport a shared rather than siloed initiative.
<i>Taking process to the next step</i>	Policy frameworks that are mindful of where responsibilities lie to carry them out clarify operational considerations and accountability.
<i>Maintaining a dynamic environment</i>	The creation of advisory councils with a remit to stay current with public and stakeholder views as well as the changing nature of the technology and state of practice helps provide perspective and justification for CAT initiatives that continuously evolve.
<i>Testing, testing, testing</i>	The evolution of test beds from protected, off road settings to those on the roadways themselves has been essential for future deployment. Policies that prepare for this and encourage partnership and collaboration with the private sector and academia on both automation and connectivity help enhance long term outcomes.

**General Learnings**

*Studies, Reports, Presentations*

In the last five years, the transportation sector has been flooded with countless reports, studies, and convenings on the promise of automated transport. Their conclusions speak to the challenges of automation, its value, and the hard road ahead to fulfill its potential. The handful of documents in this category that the review team looked at is no different. None of them offered a simple solution. That said, two important learnings surfaced. First, the older, now outdated documents reviewed remind us that the space is changing quickly. Institutions charged with implementing CAT must continuously revise and refine their thinking to stay current with new technologies and strategies. Second, the context in which an organization frames its cooperative automated transport has significant implications for how broadly and systematically eventual plans are developed, implemented, and updated. For instance, initial efforts focused on ADS-operated vehicles, only, without appreciation for the implications on the broader transportation network.

The review team looked at several policy documents, including ones from the American Trucking Association (ATA), the American Association of Motor Vehicle Administrators (AAMVA), and the Association of Metropolitan Planning Organizations (AMPO). These documents remind state and local DOTs that they must engage the broader stakeholder community to ensure their automated transport strategies work. Such engagement speaks to a broader, horizontal network that is impacted by and contributes to effective automation and a deeper organizational layering that complements the role of the state DOTs. Although they do offer state and local DOTs a policy framework per se for their own cooperative automated transportation initiatives, they remind these agencies of the many stakeholders in the field and the importance of collaboration when developing holistic strategies for the transportation ecosystem.

Three high level documents merit consideration. First, Oregon’s Task Force on ADS-operated vehicles speaks to a long and thorough process followed by Oregon DOT. In the recommendation for continuing the work of the Task Force, the report notes *“Policy development for autonomous vehicles should further Oregon’s existing goals and objectives, including: transportation, safety, social equity, greenhouse gas emission reduction, land use planning and development, and economic development.”*

Second, Washington State DOT policy framework is meant *“to set shared expectations to guide and monitor technology implementation. The framework is intended to spur innovation and investment while improving safety, mobility, and transportation system efficiency.”*

Third, Washington DC's "Autonomous Vehicles Principles Statement" states "The District of Columbia Interagency Working Group on Autonomous Vehicles (AVs) believes that adhering to the principles laid out below as AVs are deployed and integrated into our transportation network will help ensure Washington, DC maximizes benefits and proactively addresses challenges... We seek to put our District residents and visitors first, and therefore establish these principles for AV deployment in the District: safety, equity, efficiency, and sustainability."

A brief document compared to Oregon's and Washington State's, it will be interesting to track how these principles shape the District of Columbia's further CAV/CAT planning. What they offer is a context in which specific goals and objectives can be developed and evaluated.

Each of these documents in their own way meet the definition of a policy framework: a general set of principles meant to help set the context for a more detailed plan and guide the achievement of the plan's intended outcomes.

### *CAV Documents*

The most important learning from a review of the dozen "CAV" documents is the blurring of whether initiatives are automotive-based or focused on cooperative automated transport. The initial round of strategic efforts has concentrated on the former and it is only more recently that CAT, rather than CAV has begun to emerge. It is uncommon (so far) for language on Mobility as a Service (MaaS) or Mobility on Demand (MoD) to be present. As MaaS/MoD gain traction, CAV planning and deployment will likely begin to take on more of a CAT perspective. That all said, many of the documents begin with a higher level policy mandate, either taken from prior studies that had been designed to lay the groundworks for the CAV plan, or based on the logic of beginning with a higher level vision and mission before drilling into goals, objectives, and tasks.

Unlike a traditional DOT planning process, where a state might have a "Highway Improvement Plan" and an "Asset Management Plan", the need for a CAV/CAT Policy Framework—the context for the state's eventual CAV/CAT plan—seems to be approached slightly differently in each state, and there is no real "box" to fit it in to. Core elements vary, a potential reflection of various levels of authority that the project had or the impetus driving the initiative to begin with. For example, a State Transportation Improvement Program (STIP) has approval to list funded projects, but perhaps the cross-jurisdictional nature of CAT introduces challenges that traditional DOT plans do not face.

One important thread to understand what has driven the development of CAV plans around the country is that the underlying nomenclature used in studies and reports varies. Massachusetts' "Report of the Autonomous Vehicles Working Group" talked about "considerations". The District of Columbia referenced "principles".

A commonality of many of these CAV documents is that they take one of two approaches. Either they focus on one or more topic areas in detail or they remain at a higher level to cover multiple topic areas. Some clearly had a focus on one or more policy topic areas (perhaps in response to the state legislature or to inquiries from private companies).

There is a challenge in either approach. When focused on one or two areas (e.g., automated vehicle testing), the initiative runs the risk of excluding pertinent constituencies that make up the larger CAT space. When more broadly focused, planning efforts face the prospect of a great deal of work to implement and the importance of effective collaboration across agencies. The latter consideration points to the eventual need to recast the agency's entire transportation portfolio to fully integrate the needs of CAT throughout so that priorities, resources, and operations are effectively orchestrated.

A narrative about why states are performing these CAD/CAT Policy Frameworks might offer insight, both to those starting now and for those that have completed an initial framework. For example, are they responding to the fact that they will soon get requests for testing or full operations? Are they being proactive and wanting to map out a logical progression? A clear vision and mission is essential to affect change, but also to serve as a marker about what influenced the organization at the time so that the evolving landscape can be kept into account. Washington State DOT

states its vision/mission in the following way: “It is important and necessary to develop and shape this framework in an inclusive fashion, as it will be referenced, adopted and used in a variety of ways to guide decision-making, policy development and CAT investments.” Massachusetts clearly indicated the importance of mitigating the safety risks of ADS-operated vehicle testing and actively shaping the deployment and utilization of such vehicles to equitably serve residents and reduce crashes due to human error.

Finally, there are “less than obvious” lessons to consider. For example, how emergency responders, first responders, and law enforcement are engaged could lead to either omitted or very inclusive roles for the ER community. Further, the emergence of equity is an important area that states could rally together on, perhaps even a pooled fund or similar collaboration to strategize about this. In CAV/CAT policies frameworks, there are a lot of similar goals – to help represent all travelers (urban, rural, expensive cars, non-expensive cars, non-drivers, etc.). What is unclear is how the private sector will approach CAV/CAT when it comes to equity. Some of these services are not profitable. How will state legislatures drive the funding conversation where the ROI is unclear at best or costly at worst?

## **APPENDIX: Some Specific, Initial Emerging or Best Practices to Keep in Mind**

The PLR Working Group team that reviewed the documents identified a number of noteworthy points and emerging or best practices to share among the broader CAV/CAT community. Although the original charge of the team was to identify and share only policy frameworks, the mix of documents eventually reviewed (along with the identification of fewer policy documents than had been anticipated), and the value found in many of them on a range of topics encouraged the team to extract the following elements.

Of the 30 documents on the list:

- 8 were not considered relevant to the task and were not included in the final report
- 22 that were reviewed have brief sections below highlighting any reviewer comments on what is noteworthy or an emerging or best practice

### *American Association of Motor Vehicle Administrators*

- Well framed background and context to help set the stage for the guidelines.
- Single focused on motor vehicle administrations and their role with HAVs.
- Extremely detailed guidelines.
- The benefits and challenges to implementation sections help the MVAs make sense of their role, importance, limitations, and needs. It is a good way to look at the purpose of the policy or approach from the perspective of the organization on the ground.
- A good guidance document that is focused on a single purpose to ensure clarity and success.

### *American Trucking Association*

- Safety, commerce, uniformity, and connectivity ring loud and clear. Documents dealing primarily with automobiles often leave out the commerce factor.
- This high level document offers a good basis from which more detailed strategies can be developed, particularly when interfacing with partners outside the trucking industry.
- There is value in looking more closely at when certain practices should be uniform rather than up to each state. The interstate commerce factor helps underscore this.

### *Arizona Law Enforcement Protocol for Fully Automated Vehicles*

- The document offered a balance between the high-level summary of Arizona's ADS-operated vehicle policy and the specific focus on enforcement of traffic laws in an environment where ADS-dedicated vehicles<sup>2</sup> are/will be operating on public roads.
- A useful level of actionable information provided for each potential real-world scenario.
- The document reinforced the importance of understanding potential real-world conditions and scenarios that will be encountered by ADS-dedicated vehicles and those who are charged with enforcing traffic laws and public safety.
- The document clearly summarized the state's policy for operation of ADS-dedicated vehicles on public roads and was specific enough to minimize ambiguity around enforcement of ADS-dedicated vehicle operations.
- The definitions are comprehensive and remind the CAV/CAT community that consistency in terminology is extremely important.

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<sup>2</sup> ADS-dedicated vehicles are designed to be operated by an ADS in driverless operation for all trips. Typically, they would not be equipped with human driver controls, such as steering wheel, pedals, and gear shifter.

- The guidance is tied back to statutory requirements.
- The document included clear and concise requirements for companies operating ADS-dedicated vehicles on public roads.

#### *Association of Metropolitan Planning Organizations*

- The document is appendix heavy and a little less organized in traditional strategic or business plan form than what might be anticipated or needed.
- That said, the appendices offer good examples from which MPOs can benefit.
- Additionally, the framework's value comes with it injecting new questions into an MPO's traditional processes to help it think differently.

#### *The "Autonomous Vehicle Policy Framework Summit (AV Policy Summit)"*

Assembled under the auspices of the commercial firm Transpo Group headquartered in Washington State, the Summit brought together top-level people working with "autonomous vehicles (AVs)" from various states to formulate draft policies related to ADS-operated vehicles. Representatives from academia, industry, all levels of government, consultants and public interest groups gathered in a two-day workshop to synthesize previous work, and to create a policy framework for moving forward. The Policy framework include 9 goals, strategies, timelines for implementation (short, mid, long term) along with some guidance relative to who (Fed, State, MPO) has what role. Given that the goals were developed by the "AV Summit Organizing Committee" and borrowed on concepts developed in the Shared Mobility Principles for Livable Cities and the NACTO Blueprint for Autonomous Urbanism discretion should be used when applying the recommendations due to the apparent disproportionate viewpoint represented by both the source materials, organizing committee and conference participants.

- This is a comprehensive policy document containing policy recommendations across multiple goal areas.
- The policy statements are very consistent with those expressed by congested urban areas striving to find a more sustainable approach to transportation systems and services.
- This document be reviewed broadly as a comprehensive wealth of information from which to discuss and build consensus from. ADS-operated vehicle policy development groups nationwide should have these types of documents to draw from. Additionally, the recommendations from this document should be screened through other audiences with a contrarian viewpoint. The policies recommendations focus on shared vehicle ownership with insufficient input from stakeholders with a strong SOV viewpoint.

#### *Centralina Council of Governments, Greater Charlotte Area*

- The Centralina roadmap was developed based on workshop results-allowing participants to see value of time invested.
- The workshop process was transparent and clearly described. The workshop concept well laid out and organized and workshop results clearly aligned with development of actions/road map. All of this allowed participants to see value of time invested.
- The initiative recognized the dynamic nature of this type of work and document, acknowledging "it to be updated every 6 months as needed".
- Purpose and use of the roadmap was clearly described with clear instructions on how to use the document/roadmap. Detailed action plans for each issue area with specific roles, obstacles and timelines identified. It included a summarized list of proposed benefits based on limited/manageable number of policy categories.
- Good glossary.

### *Colorado DOT CAT Program*

- The aspirational nature of the document is valuable.
- The document is well written and accessible to the reader, even those with just a passing understanding of CAT.
- The listing of risks is important context for the ensuring they are mitigated.
- The document identifies the program priorities.

### *Florida CAV Business Plan*

- This is a CAV implementation plan and does not contain policies (but does align with and refers to higher level, strategic plans and policies). From an implementation perspective the following appear to be good practices to consider:
  - For each activity or action, it clearly defines roles and responsibilities within the agencies, academia and other partners.
  - It indicates a cost range for specific implementation actions.
  - It defines three overall implementation phases and individual focus areas status.
  - It provides a project selection criteria and a scoring matrix.

### *Illinois: Autonomous Illinois—The New State of Mobility*

- The “Examples of Achieved Vision in Practice” section sets some good high-level goals.
- The goals for economic development and workforce development were well-constructed.
- The report emphasized a number of important considerations, even if some might be considered obvious, to help place the evolution toward CAV/CAT in a state willing to create an environment for its success:
  - CAV technology companies proactively come to Illinois to develop, test and bring their products to market due to the supportive regulatory environment and active promotion of Illinois’ world-class ecosystem for connected and automated vehicles.
  - Private entities and academia have a clear process to follow with the state for testing emerging CAV technologies safely on public roads.
  - Tech firms and automotive companies large and small have an equal playing field to develop new technologies and innovate in this space.
  - Existing public, private and academic resources in transportation, distribution and logistics are leveraged to foster this environment.
  - Changing workforce needs from the deployment of these technologies are anticipated and prepared for with technical training programs and related needs.
  - If the automated ridesharing sector grows, for example, training programs are preparing displaced workers for their next careers.
  - More firms in the CAV and tech space are encouraged to locate in Illinois because of the state’s trained workforce and desirable quality of life for residents.

### *I-95 Corridor Coalition CAV Workshop Report*

- The tabular descriptions of approaches to barriers (e.g. calling out elements such as partnerships, funding, multi-modal inclusions) made it easy to understand the findings.
- The identification of data the DOTs have that would be of value to the CAV private sector was informative.
- Public outreach actions were useful and should help achieve common messages along the corridor.
- Quotes from the workshop in call-out boxes were effective at sharing perspectives into the discussions.

- There are elements of this summary to benefit many groups within the member DOTs, from long range planning to outreach, to communications, etc.
- Next steps are presented both for the Corridor and for the agencies. Broken out into High, Medium, Low, and overall. This gave a useful perspective on “starting small” and what can be done now.
- Advanced surveys were used to support the discussions at the workshop, and provided interesting perspective when reading the report (more background).

#### *Maryland CAV Strategic Plan*

- The document’s structure is an interesting departure from some other CAV Plans.
  - Details on the CAV Stakeholders offers a basis from which the state needs to be mindful in its collaboration and outreach.
  - Strong list of strategic actions and their correlation to the Plan’s goals is clear
  - A list of the pilot work is part a way of affirming the state’s pre-existing involvement in the space, but also a tool to identify gaps and further steps to more fully address CAV.
  - The Foundational Needs section is very direct in identifying what is needed if the state is to fulfill its role and responsibility. Areas needed to be addressed include:
    - Telecommunications
    - Road Markings and Signage
    - Policy and Legislation
    - Data Governance Plan
    - Staffing and Skill Development
    - Outreach
    - Organizational Management

#### *Massachusetts: Report of “AV Working Group”*

- This document includes primary recommendations that are in line with a framework for ADS-operated vehicle testing in the near future. Additionally, after this Working Group convened, the Commission on the Future of Transportation began to examine the longer-term deployment of connected and ADS-operated vehicles, and these findings are included in a broader report on the *Future of Transportation in the Commonwealth*.
- The Future of Transportation Commission has released two documents (Volume 1 and 2). Volume 2 is essentially background materials in the form of PowerPoints to support Volume 1.
- The core of this document’s content is in the four ‘considerations’. One of the four ‘considerations’ is to conduct outreach to first responders and law enforcement. While this is a common action in other CAV Policy Statements, it is maybe not as pronounced as it is here and a good example that other agencies might benefit from. For example, the suggestion is to conduct workshops with law enforcement and first responders on a regular basis.
- The “Considerations” in the document provide great insight and define a good framework for AV testing that everyone reading will benefit. The report is not structured like many other Policy Frameworks because it is written more as a summary of the findings of a Working Group (as opposed to a more formal published document).
  - Coordination with neighboring states, the I-95 CC, and New England Vehicle Consortium is emphasized.
  - The document specifically calls out the pursuit of research and funding opportunities with academic and research institutions.

#### *Michigan “CAV Strategic Plan”*

- The plan included a very good introduction and clear articulation of the vision, mission, goals.
- Each strategic action was tied to a CAV goal.
- The plan included a good description of current projects or tactical actions ongoing.
- The document does a great job of relating the Department-wide mission and vision to the TSMO mission and vision and to the CAV mission and vision.
- The six CAV Goals are a nice mixture of national leadership combined with benefits to Michigan travelers to Michigan economy.
- The activities include both the institutionalization of CAV into MDOT activities and the institutionalization of IT and security into CAV.

*Minnesota: The Governor’s Advisory Council on Connected and Automated Vehicles*

- The Council used an effective number of Committees and Subcommittees in issue development, stakeholder engagement, and public feedback.
- The report provided a well-planned timeline.
- The report’s ability to boil down such broad and complex considerations into clean and concise recommendations.
- Delivering and managing a clear communication plan and expectations across agencies
- The report provided consistent recommendations and cited them twice, both as the lead and again in supporting all of the work described throughout the document.
- It provided a clear roadmap, detailed by which groups will handle which aspects of CAV accommodation and consideration. This was accomplished very well by starting with a planned stakeholder and public engagement process.
- It described the CAV environment that might hamper the ability of agencies to effectively respond.
- Recommendations are both comprehensive and easily comprehended so they are effective with broad audiences.

*New South Wales, Australia CAV Plan*

- The Plan included semi-automated port operations and is a reminder of the multi-modal aspects of CAT that can be overlooked.
- The number 1 key outcome is “Customer focused”.
- References to “social inclusion for people who cannot drive”.
- There is a tie to strengthening the economy through more efficient freight movement.
- The report does a good job of articulating how technology already has drastically changed our lives.
- Ties to the higher level long-term regional planning were spelled out.
- A relatively small number of goals (10) and actions (12), but later additional details on the actions.
- The document called out the major technology trends shaping mobility.
- The document’s inclusion of case studies were useful and informative breaks to the text.

*North Carolina: NC Readiness for CAVs*

- This document is a CAV Activities Roadmap, not a policy framework. Any agency developing a CAV Strategic Plan or related document would benefit from it.
- The document calls on the development of a statewide university and industry consortium on CAV research.

- It includes an easy to read table summarizing the Federal and State responsibilities, as defined by the USDOT AV document (2016 document) with useful summaries of the activities, which probably worked well to conduct outreach and summarize activities back to the groups who participated in the project.
- The inclusion of “In-reach” in addition to outreach is important.

#### *Oregon Task Force on Automated Vehicles*

- This is a great policy framework, representing a long and thorough process followed by Oregon DOT.
- It sets the context in the following way:
  - In the recommendation for continuing the work of the Task Force, the following principles are included:
  - *“Policy development for autonomous vehicles should further Oregon’s existing goals and objectives, including: transportation, safety, social equity, greenhouse gas emission reduction, land use planning and development, and economic development.*
  - *Policymakers are evaluating both the impacts and opportunities the deployment of AVs will have in communities. In many cases, decision-makers are aiming to shape policies to ensure AVs can improve traffic safety and social equity, decrease congestion, boost transportation choices, protect consumers, and support a strong economy. Useful information and data will be necessary to assist in that effort, while protecting consumer privacy and proprietary information.”*
- It specifically calls out that Oregon should continue to have a voice in the national discussion and to monitor safety requirements for AVs.
- The document clearly identifies which current laws are sufficient and should apply to drivers of automated vehicles (e.g. current impaired driving laws).
- The document includes a recommendation for a law enforcement/first responder interaction plan and what it should include.

#### *Pennsylvania Autonomous Vehicle Testing Policy: Final Draft Report of the AV Policy Task Force*

- The report includes a valuable glossary of terms
- It is a great example for documenting a decision making process
- There are succinct and explicit details for establishing an on-road AV Testing Program
  - Recommendations Cyber Security
  - Recommendations for Capturing on-road AV Testing Experience (Data reporting Requirements)
  - Sample Contract Agreement
  - IOO Indemnification and confidentiality (public disclosure recommendations)
- The Alliance of Automobile Manufacturers, GM and Uber Technologies all express concerns about the report (burdensome, over reaching, would unnecessarily stifle innovation) and recommended that PennDOT not implement the policy recommendations, but rather wait for legislative action by the General Assembly.

#### *Virginia CAV Program Plan*

- A solid first generation CAV program plan. It captures the context in which Virginia was at the time as a point of entry that CAV considerations could build on and further shape current initiatives and then establish new ones.
- Although metrics were not included in the Plan, a RACI (responsible, accountable, consulted, informed) chart provided a clear picture in how CAV was to be managed with the Department.
- The enumeration of current CV/CAV initiatives within the state offer a basis for planning and managing deployments.

#### *Washington, DC: AV Principles Statement*

- “The District of Columbia Interagency Working Group on Autonomous Vehicles (AVs) believes that adhering to the principles laid out below as AVs are deployed and integrated into our transportation network will help ensure Washington, DC maximizes benefits and proactively addresses challenges... We seek to put our District residents and visitors first, and therefore establish these principles for AV deployment in the District: safety, equity, efficiency, and sustainability.”

*Washington State DOT: Cooperative Automated Transportation (CAT) Policy Framework*

- The document provided a high-level introduction to the topic for general public consumption and enough policy detail for practitioners.
- Example actions were helpful in providing insight into the direction and/or intent behind potential strategies within each policy goal area without being overly prescriptive.
- Transparency was important as noted by the breadth and depth of policy ideas released for public (and political) discussion purposes. The document was applicable to a broad range of transportation users and stakeholders and was written at a level of detail conducive to public engagement.
- The document included an effective background section on the potential benefits, opportunities, and other impacts of Cooperative Automated Transportation.
- Definitions were used effectively to both explain the terminology and to frame the discussion.
- Policy goals tracked to legislative and administrative priorities.

*Wisconsin: Report of the Governor’s Steering Committee on AV/CV Testing and Deployment*

- The Steering Committee framed several overarching recommendations for the state to address:
  - Remove or modify Wisconsin laws that are barriers to the safe testing and deployment of connected and automated vehicles in Wisconsin.
  - Stay abreast of CAV testing and deployment through the creation of an ongoing working group.
  - Highlight and pursue existing, near-term strategic partnerships while continuing to explore new strategic social, economic, and environmental partnerships through the creation of a CAV working group.