The City of Boston is excited to join a national community of practice that advances the development of automated vehicles for the benefit of our nation's residents. We're ready to provide and manage a space that is safe for testing of automated vehicles and share data, research and best practice with colleagues and companies to further that goal.

Over the last 18 months, we have engaged thousands of Boston residents in developing Go Boston 2030 -- a long term transportation plan to increase equity, unlock growth and improve resiliency. In this process, those residents have clearly articulated that our transportation options need to be safer, more accessible and more reliable.

Autonomous vehicles could help us meet those goals by significantly reducing roadway fatalities & serious crashes, by expanding transportation choices, and by using our roads more efficiently. We believe that those benefits should only accrue in Boston if they come with the reduction of emissions, positive implications on our use of land, with the improvement of the public realm, by complementing mass transit services, and with a serious commitment to those whose jobs may change if autonomous vehicles are broadly adopted.

It is for that reason that we have already started working with our partners at the State to create a regulatory framework for on-street testing in Boston; that we have sought and have been selected by the World Economic Forum and the Boston Consulting Group to be their principal city partner in their urban mobility and autonomous vehicle research; that we have joined Transportation For America's working group on this issue; and, that we have already started work with two autonomous vehicle startups -- nuTonomy and Optimus Ride.

Boston has a deep history of technical innovation, transportation entrepreneurship, and progressive leadership. We have a wealth of academic and entrepreneurial talent, with expertise in those areas that automated vehicles require. And, we have complex roads, challenging weather and transportation challenges that are real and representative of those other cities face.

We look forward to bringing these assets, experience and energy to this community of practice.

About Boston

Our People: Boston is diverse, young and growing.

More than one quarter of Boston residents are foreign born, and more than half of Boston residents are people of color. More than one third of our population is between the ages of 20 and 34 -- a higher percentage of millennials than any other city in the nation. Between 2000 and 2010, the city grew by 5%, the highest rate of any major U.S. metro area. In many ways, we are a mirror of urban centers around the country - growing rapidly and working towards a better future.

We the largest city in New England. Our estimated residential population exceeds 650,000, and our daytime population grows by an additional 340,000 people as individuals travel into the city for work or school. With more than 12,500 people per square mile, Boston is more dense than similarly-sized cities such as Baltimore, Seattle and Washington D.C. Packed within our 48 square miles are 26 neighborhoods, 850 miles of roadway, and thousands of acres of parks.

While some cities export oranges or cars, Boston exports PhDs and MBAs. The city is home to 35 educational and research institutions, a slice of the more than 50 in the metropolitan area. It's not uncommon for global leaders and Fortune 500 CEOs to have spent at least four years of their lives in Boston. People come here to learn, and they take what they experience in our city and share it around the world. And, while we export many ideas and highly-educated individuals, we focus most on helping each of our own residents reach her or his fullest potential.

Our Transportation Infrastructure: Innovation in transportation has a long legacy in Boston; we are committed to being entrepreneurial and sharing our ideas broadly.

We've been reinventing how people get around for centuries -- from the country's fastest clipper ships in the 1850s to our nation's first subway tunnel in 1897; from building its first underwater transit line in the 1920s to placing a moratorium on surface highway construction in the 1970s; from ZipCar's founding in 2000 and to the first of Bridj's dynamic pick-up locations in 2015. This system has expanded and evolved in part due to bold investments and big ideas from public and private actors.

This transformation has given Boston an established multimodal network that provides a platform for continuing innovation today. Every morning, fewer than half of all Bostonians drive or carpool to work and more trips start within Boston than outside the city. Shorter trips, many travel options, compact geography, and a young population is fertile ground for new ways to connect people, modes of transport, and places.

Boston's backbone of fixed infrastructure and its fast-growing use of new mobility alternatives provide opportunities for connecting people to transportation services and for these services to connect to each other in ways that will redefine the nation's next generation of smart cities.

For example, since 2007, Boston has added 104 miles of on-road bike facilities. In 2015 it started construction of 2.4 miles of protected cycle tracks, with support from a TIGER grant. Importantly, we've distributed thousands of free bikes to low-income residents and taught bike riding and safety classes to 6,202 students in grades 2-12 in 2015. Not surprisingly, average daily bike ridership has doubled since 2007 and over 5 million rides have been taken through our bike share program.

There are many yet-unanswered questions about how autonomous vehicles complement this type of multi-modal infrastructure -- questions we look forward to answering with our partners in this community of practice.

Our Digital Infrastructure: One of our core assets for this effort is our data and, more importantly, our culture and leadership in supporting open data and using data to improve service delivery.

Under Mayor Walsh, the City of Boston has built a strong transportation data ecosystem, analyzing existing data more effectively, establishing more internal and external data sources, and ultimately using data to improve quality of life for Boston's citizens.

Fulfilling an executive order by Mayor Walsh, Boston released the City's Open and Protected Data Policy in July 2015 to make data open, machine-readable, standards-compliant, and easily discoverable. It lays out a process for releasing open data, establishes a Creative Commons license for all data released by the City, and provides a framework for responsibly sharing data with researchers and other partner organizations. We publish a number of public datasets at data.boston.gov.

We are a strong proponent of data standards and data privacy and have, for example, been an active member of the Open311 conversations. We've had numerous conversations with other cities and tech companies about extending or improving transportation data standards. Among the transportation data we have that may be used to understand how automated vehicles can fit into and improve urban mobility are:

- Parking Tickets & Parking Meter Usage
  Transaction data allows us to understand parking trends and violation.

- Motor vehicle, pedestrian, and bicycle crash data
  This data enables us to track all crashes on roadways that required an emergency medical response.

- Waze Jams and Alerts
  As part of the Waze Connected Citizen Partnership, we receive speed data, and automatically-detected and user-generated traffic jam reports.

- Uber trips

Our unique data-sharing agreement allows the City to see details about Uber trips in Boston, providing a window into demand, and possible locations with insufficient transit or last-mile access.

- Hubway
  We track usage of the region's bike share system including time, origin, and destination information for trips, allowing us to better manage the system.

- Inductive loops
  Copper loop detectors installed in roadways around the region enable us to conduct quick analyses of traffic flows at intersections and along corridors.

- Crowd-sourced safety comments and locations
  Using a crowd-sourced map, Boston's Vision Zero Initiative has collected transportation safety concerns across the city, providing a precise, granular view of public concerns

- 311 Reports
  Boston receives thousands of transportation-related basic city service requests each year from residents that help us do our job, from enforcement requests to reports of missing signs. Data is published in the Open 311 standard.

- Transit Data
  Through our collaboration with the MBTA, we have access to a wide range of data about bus, subway, and commuter rail usage, schedules, and service levels.

- Driver Behavior Data
  Through the Boston's Safest Driver Program, a public-private partnership with Cambridge Mobile Telematics, we have access to aggregated driver behavior data throughout our roadway network.

Our Autonomous Vehicle Program

Our Partners: Boston has a range of local, national and global partners on automated vehicles.

This summer, we applied for and was selected by the World Economic Forum and Boston Consulting Group's lead city partner for their urban mobility project. Through this partnership, we will work with WEF, BCG, international cities and mobility industry leaders on developing policy goals and autonomous vehicle testing scenarios for Boston. The collaboration kicked-off in July with an advisory group meeting in Boston led by Mayor Walsh focused on exploring autonomous shared vehicle technology. It continued with a series of targeted focus groups on automated vehicles with Boston residents. And, over the next several months, we will be refining template policy and testing documents that can be used in other cities.

This fall, we joined Transportation For America's Smart City Collaborative to share ideas, data and best practices with fourteen other cities across the country. Our specific area in this collaborative is the autonomous vehicle working group. The City also has a long standing relationship with the Boston Area Research Initiative (BARI), a collective of researchers from local academic institutions who serve as our key collaborator with the MetroLab Network. BARI members are helping us pull together public sessions on autonomous vehicles to share testing results and discuss the implications of the technology on our city. Finally, this winter, we have been working with the Commonwealth of Massachusetts as well as some of our neighboring cities to develop local policies to govern the testing of autonomous vehicles.

Our Policies
Already, the City - in collaboration with the Commonwealth of Massachusetts - has developed four key documents and policies to support testing.

In October, Mayor Walsh and Governor Baker signed City (*see exhibit 1)* and State Executive Orders, respectively, outlining the policy framework for managing the testing of autonomous vehicles. In November, we announced our first partnership with an autonomous vehicle testing company. That partnership was created through a Memorandum of Understanding between nuTonomy, the Commonwealth of Massachusetts and the City of Boston. That MOU was based on a template which we are using for any interested company *(see exhibit 2)*. That MOU specifies a variety of safety standards that must be met by the vehicle, its operator and its operation.

Before testing begins, we will review and approve the application that nuTonomy has submitted, following the guidelines specified by NHTSA in their *Federal Automated Vehicles Policy: Accelerating the Next Revolution in Roadway Safety*. We will also complete testing guidelines for nuTonomy that specify the time, place and manner that testing can occur as well as the data that must be shared with the City and publicly during testing.

Data shared with the City, with this community of practice, and with the public include miles driven, locations driven, conditions driven in, crash reports, failures with autonomous mode, and disruptions

while driving in autonomous mode as well as, in a narrative section, a description of the conditions relating to unintended transitions from autonomous to safety driver-operated.

Our Testing Facility

While our official testing facility is the entirety of the City of Boston, we are taking a very graduated approach. Initially, any company will be significantly constrained in the time, place and manner of their testing. Before testing on-streets, companies must demonstrate, off-street, key criteria such as ease of manual takeover from autonomous mode, emergency braking and emergency stop functionality, and basic driving capabilities, such as staying within a lane.

On street testing will be constrained initially to a few blocks, good weather and daylight hours. Those blocks are within the City's Flynn Marine Park, which is a section of our Innovation District. As the company proves its ability to test in this, relatively, low complexity environment by reaching certain milestones, we will allow it to graduate to more complex conditions (e.g. areas with traffic signals, evening hours, or rain and snow.)

Our overall autonomous vehicle program is managed by the Boston Transportation Department with support from the Mayor's Office of New Urban Mechanics. The Commissioner of the Boston Transportation Department - as the lead regulator of AVs in Boston - serves as our designated Safety Officer.

We commit to sharing practices developed -- safety-related or otherwise -- with the community of practice.

Our Research Agenda

We are also committed to sharing research done in Boston with partners in the community of practice and through other outlets such as at conferences, through the World Economic Forum, on the City's website, and through the Metro Lab Network. It is even part of our testing guidelines. Our research agenda focuses on four areas:

- *Technology:* How are AVs built so that they are safe, efficient and sustainably powered?
- *Business Model:* What business models ensure that AVs result in better, more equitable cities?
- *Street Design:* How does the city street need to be designed and instrumented to make AVs work well in all our neighborhoods and as a complement to all modes?
- *Governance:* How do we govern AVs and AV companies across levels of government? How does this disrupt transportation funding and how should we adjust?

We look forward to being part of a community that answers these questions - and others - together by providing a safe, well-managed place to test automated vehicles.

Exhibit 1 - Boston's Autonomous Vehicle Executive Order

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OFFICE OF THE MAYOR
MARTIN J. WALSH

EXECUTIVE ORDER
ESTABLISHING A POLICY FOR AUTONOMOUS VEHICLES IN THE CITY OF BOSTON

WHEREAS, the City of Boston has engaged thousands of residents in developing Go Boston 2030 -- a long term transportation plan to increase equity, unlock growth and improve resiliency; and

WHEREAS, those residents, have clearly articulated that our transportation options need to be safer, more accessible and more reliable; and

WHEREAS, autonomous vehicles could help us meet those goals by significantly reducing roadway fatalities & serious crashes, by expanding transportation choices, and by using our roads more efficiently; and

WHEREAS, those benefits should only accrue in Boston if they come with the reduction of emissions, with the improvement of the public realm, by complementing mass transit services, and with a serious commitment to those whose jobs may change if autonomous vehicles are adopted; and

WHEREAS, Boston's deep history of technical innovation, transportation entrepreneurship, and progressive leadership make it an ideal international leader in the development of autonomous vehicle technology and policy; and

WHEREAS, the cost of not leading will mean these vehicles may not work safely on our streets, the business models may not work for our residents and the benefits from this technology are not realized here;

NOW, THEREFORE, pursuant to the authority vested in me as chief executive officer of the City of Boston by St. 1948, c. 452, § 11, and every other power hereto enabling, I hereby order and direct that:

1. The Boston Transportation Commissioner lead the oversight of autonomous vehicles in the City of Boston; and, that

2. The Boston Transportation Department, with support from the Mayor's Office of New Urban Mechanics, publish guidelines for the testing of autonomous vehicles; and, that

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OFFICE OF THE MAYOR
MARTIN J. WALSH

3. Those testing guidelines initially limit the time, place and manner that this testing can occur, but give greater latitude to partners as their performance justifies; and, that

4. Those testing guidelines require regular, public reporting of autonomous vehicle testing in the city; and, that

5. The Boston Transportation Department, with support from the Mayor's Office of New Urban Mechanics, publish policy recommendations with respect to autonomous vehicle technology, business models and street regulation & design; and, that

6. Those policies identify, as a means to achieve our sustainability, reliability and accessibility goals, that our expected preferred deployment will be fleets of autonomous vehicles that are electric and shared; and, that

7. Those policies ensure more equitable access to opportunity for those least well served by transportation options today, including seniors, youth and those with physical disabilities; and, that

8. Those policies support open data standards and APIs that allow easier coordination of schedules, trip planning and payment across public and private transportation services; and, that

9. Those policies reinforce the importance - and priority - of walking, biking and mass transit.

Signed this 26th day of October, 2016.

Martin J. Walsh
Mayor of Boston

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Exhibit 2 - Template Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING

Safety. Access. Reliability. Over the last year, this was the resounded refrain from the people of Boston when asked what values they would like their transportation system to embody. It is with that lens through which the City of Boston begins this partnership in testing the most transformative innovation of a generation - autonomous vehicles.

Safer Streets: The overwhelming majority of crashes on our streets are caused by human error. The promise of autonomous vehicles is to eliminate over 90% of those crashes, saving dozens of lives and thousands of serious injuries incurred by people in Boston each year. This work directly supports the City of Boston's Vision Zero Initiative goals to eliminate serious crashes from the streets of Boston.

Better Access: Autonomous vehicles make mobility possible for many who are limited by the current transportation options our system provides. The aging population, those with visual impairments, those looking to reduce the burden of personal vehicle ownership, and those without access to rapid transit, all stand to greatly benefit from this technology if applied those types of users in mind.

More Reliable: A reduction in the number of vehicles on our roadways can be achieved through the adoption of shared fleets of autonomous vehicles, freeing up space for other uses and other modes of travel. Fewer vehicles results in less congestion and a more predictable travel experience - whether by traveling by foot, train, bus, bicycle, or car.

This Memorandum of Understanding (the "MOU") is entered into this ____ day of _____201_ by and between the City of Boston, a municipal corporation organized and existing under the laws of the Commonwealth of Massachusetts acting by and through its Transportation Department (the "City"), the Massachusetts Department of Transportation (MassDOT), an agency of the Commonwealth of Massachusetts, and _____, ("Vehicle Testing Company") (collectively, the signatory parties). This MOU is intended to document the understandings between the City, MassDOT and Vehicle Testing Company with respect to the Vehicle Testing Company's operation of its autonomous vehicles (AVs) on roads and public ways and other public property in the City of Boston and the Commonwealth of Massachusetts for testing purposes.

Upon approval of the Application to Test Autonomous Vehicles, the City of Boston and MassDOT hereby agree to permit the Vehicle Testing Company to test, by the authority granted by this MOU, its AVs on public ways and other public property in the City of Boston and

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Commonwealth of Massachusetts, and the Vehicle Testing Company agrees to the following in consideration of such testing opportunity:

1) The Vehicle Testing Company will operate its AVs without human piloting solely for the purposes of testing and demonstrating the vehicles' self-driving capabilities;

2) Application to Test Autonomous Vehicles on Public Ways in Massachusetts:
The Vehicle Testing Company will submit an application to MassDOT providing information to MassDOT's satisfaction on each vehicle that it intends to test. Said application will include but is not limited to:
    a. Experience with AVs – information generally describing the Applicant's business as a "Manufacturer" or "Other Entity" of AVs including a history, off-road testing, on-road testing, and crash-related information
    b. Safety Assessment – a copy of Vehicle Testing Company's Safety Assessment in accord with NHTSA's Vehicle Performance Guidance or similar documentation
    c. Initial Driving Plan – the public and/or private ways and the specific geographical areas designated for the tests
    d. Vehicles in Testing Program – information regarding the year, make, model, Vehicle Identification Number (VIN) of each vehicle that will be used on the public ways for testing purposes
    e. Drivers in Testing Program – information regarding the operators of such vehicles
    f. Summary of Training – a summary of the training provided to the operators
    g. Insurance Requirement – a copy of the policy of insurance or a surety bond in the amount of a minimum of $5,000,000 issued by a company licensed to do business by the Commissioner of Insurance of the Commonwealth of Massachusetts. The policy or bond shall be for the purpose of satisfying any judgment or judgments for damages for personal injury, death or property damage caused by a vehicle being tested in the Commonwealth.

3) AV Drivers in Vehicle, Minimum Age, Qualifications and Driving Record: Vehicle Testing Company will operate the AVs with a validly licensed driver seated and secured in the driver's seat when traveling to or from a testing or demonstration location. Vehicle Testing Company will ensure that while the AVs are operated without human piloting, drivers trained and experienced in the operation and control of AVs will be seated and secured in the driver's seat of such AVs and available and able to take command of the AVs as needed. Each operator of a vehicle on a public way or a way to which the public has a right of access as invitees or other public property upon which testing is permitted

shall be at least 21 years of age, possess a valid Massachusetts driver's license and have driving records free of any pending cases or convictions for operation of a motor vehicle while under the influence of alcohol or drugs, which shall include any cases that were disposed of under Chapter 90, Section 24D. If Vehicle Testing Company uses a driver licensed in another state it shall provide a copy of the license and a certified copy of the driving record (no more than 30 days old) of the driver;

4) Carrying Approval to Test AVs: Upon successful completion of the application, MassDOT may approve the application to each test vehicle. The approval is vehicle-specific and the approval must be carried in the test vehicle at all times;

5) AV's Safety & Inspection Standards, Registration, Signage: The Vehicle Testing Company will ensure that the AVs are built from passenger vehicles that comply with federal regulations except for those parts, components or vehicle systems that have been made inactive or modified in order to enable such passenger vehicles to be self-driving by modifying such vehicles to include certain sensors, computers and other equipment. All vehicles used for such tests shall display a current Massachusetts Inspection sticker, a current Massachusetts "Test" registration plate and signage sufficiently visible to other motorists and pedestrians to identify the vehicle as a "Test Car for Self-Driving Operation" or similar signage;

6) No AV shall be used for driverless testing without undergoing a thorough safety check by qualified personnel before each test is conducted;

7) Protocol for Crash Report/Investigation: In the event that an AV experiences a crash during testing in which a death, physical injuries or property damage occurs, regardless of fault, The Vehicle Testing Company agrees to comply with the laws of the Commonwealth in regard to notifying police, if necessary, assisting at the crash scene if it can be done safely, exchanging vehicle ownership and insurance information with other vehicle and property owners that may be involved, and filing a "Crash Report" with the RMV pursuant to Chapter 90, Section 26 within 5 days of the crash, if any person is killed or injured or if there is damage in excess of $1,000 to any one vehicle or property. It is agreed by The Vehicle Testing Company that even if a Crash Report under Section 26 is not required, it shall file a report of the crash (MOU Crash Report) with the signatories within five (5) days providing specific details of the crash and containing information as to the possible cause or causes if the AV suffered technical failures. If an MOU Crash Report is prepared, further testing will be temporarily suspended until the initial cause of the crash can be determined and any necessary corrections made.

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The Vehicle Testing Company agrees to contact the signatory parties to this MOU within twenty-four (24) hours of a crash and indicate the details of the crash. The signatories agree to contact each other once informed of a crash by Vehicle Testing Company and convene a meeting to discuss the crash with The Vehicle Testing Company officials, investigating officers and other appropriate individuals (Investigating Committee), if necessary. If it is initially determined by the Committee that the crash involved property damage only, was minor in nature and was not due to any technical failures of the AV or any of its systems, the signatories may agree to re-start the testing. If the signatories determine that the crash involved death, physical injuries or major property damage and or that the crash may have been due to technical failures of the AV it may postpone additional testing until further notice and a fuller investigation;

8) Data and Videos to be Shared: The Vehicle Testing Company will ensure that during the period in which the AVs are operated without human piloting, certain data will be captured and recorded by the AVs' sensors to enable post-drive analysis of the AVs' operational state during such period. The Vehicle Testing Company acknowledges that the City or State may request information regarding the tests including information about safety issues, unexpected or unintended occurrences, data about roads, speeds, and miles traveled and like information. The Vehicle Testing Company will provide such information to the City and/or the State upon request and subject to appropriate and agreed confidentiality restrictions. Videos of the AV being operated without human piloting during the tests shall be taken from another The Vehicle Testing Company vehicle at least on two occasions and such test data and videos, including videos taken from within the test vehicle, shall be made available to the City of Boston and MassDOT on request and without cost;

9) Signage at Entry Points to Test Areas: The Vehicle Testing Company agrees that the City of Boston and/or MassDOT may require The Vehicle Testing Company to post electronic or printed signs at various entry points to the test area to inform the public when testing of self-driving AV's is taking place;

10) Posting of Police Cruiser and Officer: The Vehicle Testing Company agrees that the City of Boston may require the posting of a police cruiser and an officer to be present in the test area in the event of any interference with the test vehicle by other motorists or for other safety reasons; The presence of a Police Officer is not a requirement for commencing testing, unless interference from other road users necessitate this action;

11) Test Goals: The signatory parties agree that a full and fair test of the capabilities of an AV will require at least 1,000 miles of vehicle travel and/or 100 hours of operation and that such testing should be conducted at various speeds (within legal limits), at various times of day, in traffic conditions from light to heavy, and during various weather conditions as detailed in the Application;

12) Escort Vehicles: The signatory parties also agree that if any escort vehicles are to be used for the AV test, they need to be marked to inform the public that the escort vehicle is a part of the AV test procedure;

13) Testing on Certain Ways; Test Period: The City of Boston and MassDOT agree that The Vehicle Testing Company may legally test its autonomous vehicles on public ways and other public property in the City of Boston and in the Commonwealth of Massachusetts, as provided above, between the date set forth above and _____, 2017 (the "Test Period"). If any private way or facility is to be used for a test The Vehicle Testing Company agrees to obtain the written permission of the owner of such property in advance of such test;

14) Laws Governing: This Memorandum of Understanding shall be construed under and governed by the laws of the Commonwealth of Massachusetts;

15) Notices: Any Notice required by this MOU or directly affecting the terms of this MOU shall be addressed to the signatory parties as follows:

Commissioner of The Boston Transportation Department
City of Boston
1 City Hall Square Suite 721
Boston, MA 02201

General Counsel
MassDOT Legal Office
Ten Park Plaza
Boston, MA 02116

NAME
CEO / Officer
The Vehicle Testing Company, Inc.
STREET ADDRESS

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CITY, STATE ZIPCODE

16) Termination: This MOU shall be terminated when the testing goals (#11) have been reached or on a date certain set when two of the three signatory parties have agreed to conclude the testing and to cease continued authorization for testing under this MOU or for good cause; and

17) Indemnification: The Vehicle Testing Company agrees to defend, hold harmless and indemnify the Mass RMV, the Massachusetts Department of Transportation, the Commonwealth of Massachusetts and the City of Boston and each of their respective employees and authorized agents from any and all third-party claims, actions, damages, losses or expense of every nature and kind in law or equity, arising out of or in connection with The Vehicle Testing Company's testing of autonomous vehicles on public or private ways or other public property in the Commonwealth of Massachusetts, including in the City of Boston. The obligations under this section shall survive the Termination of this MOU.

This MOU constitutes the entire agreement, and supersedes all prior negotiations, understandings and agreements (oral or written), between the parties concerning the subject matter hereof. This MOU may be executed in one or more counterparts, each of which is an original, but taken together constituting one and the same instrument. Execution of a facsimile copy (including PDF) shall have the same force and effect as execution of an original, and a facsimile signature shall be deemed an original and valid signature. No change, consent or waiver to this MOU will be effective unless in writing and signed by the party against which enforcement is sought. In the event that any provision of this MOU shall be determined to be illegal or unenforceable, that provision will be limited or eliminated to the minimum extent necessary so that the MOU shall otherwise remain in full force and effect and enforceable.

In Witness Whereof, the parties acknowledge their agreement to the foregoing upon the date the last party signs below.

_____ _____

NAME
CEO / Officer
Vehicle Testing Company Inc.

Date

_____ _____

Gina Fiandaca
Commissioner
City of Boston Transportation Department

Date

_____ _____

Eugene O'Flaherty
Corporation Counsel
City of Boston

Date

_____ _____

John C. Englander
General Counsel
Massachusetts Department of Transportation

Date

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