



Meeting Notice

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

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I-580 Express Lane Policy Committee

Monday, November 4, 2013, 9:30 a.m.

**1111 Broadway, Suite 800
Oakland, CA 94607**

Mission Statement

The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.

Public Comments

Public comments are limited to 3 minutes. Items not on the agenda are covered during the Public Comment section of the meeting, and items specific to an agenda item are covered during that agenda item discussion. If you wish to make a comment, fill out a speaker card, hand it to the clerk of the Commission, and wait until the chair calls your name. When you are summoned, come to the microphone and give your name and comment.

Reminder

Please turn off your cell phones during the meeting. Please do not wear scented products so individuals with environmental sensitivities may attend the meeting.

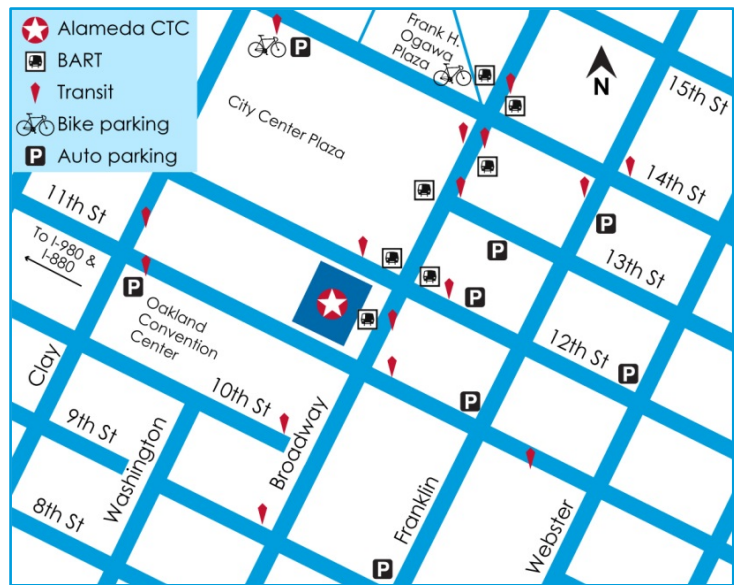
Glossary of Acronyms

A glossary that includes frequently used acronyms is available on the Alameda CTC website at www.AlamedaCTC.org/app_pages/view/8081.

Location Map

★ Alameda CTC
1111 Broadway, Suite 800
Oakland, CA 94607

Alameda CTC is accessible by multiple transportation modes. The office is conveniently located near the 12th Street/City Center BART station and many AC Transit bus lines. Bicycle parking is available on the street and in the BART station as well as in electronic lockers at 14th Street and Broadway near Frank Ogawa Plaza (requires purchase of key card from bikelink.org).



Garage parking is located beneath City Center, accessible via entrances on 14th Street between 1300 Clay Street and 505 14th Street buildings, or via 11th Street just past Clay Street. To plan your trip to Alameda CTC visit www.511.org.

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Meeting Schedule

The Alameda CTC meeting calendar lists all public meetings and is available at www.AlamedaCTC.org/events/upcoming/now.

Paperless Policy

On March 28, 2013, the Alameda CTC Commission approved the implementation of paperless meeting packet distribution. Hard copies are available by request only. Agendas and all accompanying staff reports are available electronically on the Alameda CTC website at www.AlamedaCTC.org/events/month/now.

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I-580 Express Lane Policy Committee Meeting Agenda Monday, November 4, 2013, 9:30 a.m.

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A. Joint Meeting with I-680 Sunol Smart Carpool Lane Joint Powers Authority (JPA)

A.1. Convene Meeting with I-680 Sunol Smart Carpool Lane JPA

A.2. Roll Call to Confirm Quorum

A.3. [I-580 Express Lane Projects Workshop: Concept of Operations Review](#)

A.4. Recess Joint Meeting

1. Public Comment

2. Consent Calendar

2.1. [October 14, 2013 I-580 PC Meeting Minutes](#)

Recommendation: Approve the October 14, 2013 meeting minutes.

2.2. [I-580 Corridor High Occupancy Vehicle Lane Projects \(PN 720.5/724.4/724.5\): Monthly Progress Report](#)

2.3. [I-580 Express Lane Projects \(PN 720.4/724.1\): Monthly Progress Report](#)

3. Committee Member Reports (Verbal)

4. Staff Reports (Verbal)

5. Adjournment

Chair: Mayor John Marchand, City of Livermore

Vice Chair: Supervisor Nate Miley, Alameda County District 4

Commissioners: Scott Haggerty, Tim Sbranti, Jerry Thome

Staff Liaison: Stewart D. Ng

Executive Director: Arthur L. Dao

Clerk: Vanessa Lee

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Next Meeting: January 13, 2014 (No Meeting in December)

All items on the agenda are subject to action and/or change by the Commission.

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Memorandum

A.3

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

DATE: October 28, 2013

SUBJECT: I-580 Express Lane Projects Workshop: Concept of Operations Review

RECOMMENDATION: Provide input on key concepts that define the development of the I-580 Express Lanes.

Summary

Development and implementation of the I-580 Express Lanes ("Project") is underway from Hacienda Drive to Greenville Road in the eastbound direction and from Greenville Road to San Ramon Road/Foothill Road in the westbound direction. The Project will expand commuter choices and maximize efficiency of this highly congested corridor by employing emerging technologies, such as congestion value pricing and automated violation enforcement. The Project is ahead of most other regional express lanes under development in the Bay Area (in the I-80, I-680, I-880, SR 237 and US 101/SR 85 corridors), as part of an overall 550-mile express lane network.

Several design, operations, enforcement and educational decisions must be made to ensure consistency with other Bay Area express lanes. This would facilitate the Public's understanding, acceptance, and utilization of express lanes within the regional network. Staff is implementing a series of workshops with the Commissioners to provide updates on design and operational decisions and seek input on key policy issues. In the July, September and October 2013 Workshops, staff provided an overview of overarching design and policy issues, detailed information about automated violation enforcement and associated policy (toll ordinance) and legislation needs, and a description and schedule outline for adopting/approving toll policies and business rules.

The November 2013 Workshop will focus on the following:

- **Policy:** Toll ordinance and legislation needs, and
- **Public education and outreach:** Updates on outreach plan development and regional coordination.

This item is for information only.

Background

The I-580 corridor has consistently been rated as one of the top three congested freeway segments within the San Francisco Bay Area region. As the next step in strategic investments in this corridor, the Alameda CTC is implementing express lanes in both the east and westbound directions. The express lanes will include the implementation of an Electronic Toll System (ETS) to collect revenue generated by single-occupant users of the express lanes. See Attachment A for project location and access configuration.

The express lane concept is an innovative transportation solution that utilizes technology to optimize the existing corridor capacity to provide traffic congestion relief and travel reliability. The draft Concept of Operations plan developed for the Project is consistent with industry protocols and describes implementation of new and improved technologies to address traffic congestion. Because the express lane implementation is still a relatively new concept, staff began providing periodic updates to the I-580 Policy Committee about the key concepts beginning in November 2012.

At the July 2013 Workshop, staff discussed the overarching concepts of Project implementation including:

- Express lane access design (near continuous access)
- Toll pricing strategies (zone tolling)
- System design, including automated toll violation enforcement
- Associated toll ordinance and legislation needs (for requiring HOV users to carry switchable transponders)
- Operating organizational structure
- Agency coordination
- Planned public education and outreach strategies

At the September 2013 Workshop, staff discussed the following:

- System design associated with toll and occupancy violation enforcement, and system-operations monitoring through cameras and dashboard
- Policy decisions and customer service center operations associated with employing automated toll violation enforcement
- Switchable transponders that define vehicle occupancy (i.e. a driver can select 1,2 or 3 on the transponder to self-declare number of occupants)
- Legislation needs, requiring HOV users to carry transponders
- Other policy issues such as HOV Degradation (requirement to maintain minimum speed in HOV lanes), National Interoperability (system capabilities to read any transponder issued by other national toll operator), and Caltrans Deputy Directive No. 43 (a draft policy directive, issued for the design and operations of managed lanes)

- Continued collaboration on planning outreach strategies for region-wide implementation

At the October 2013 Workshop, staff explained and provided a timeline for adopting the following:

- Toll policies
- Business rules/agreements

Staff will continue to provide detailed information on a series of topics and will request feedback from the Commissioners on policy issues to keep project development moving forward. Attachment B includes the list of recently completed and planned topics for a focused discussion at upcoming meetings.

At the November 2013 meeting, staff will provide a brief overview of past policy discussions, and additional updates on toll ordinance and legislation needs, and public education and marketing strategy - plan development.

This staff memorandum includes the following topics:

- Policy and Legislation
- Public Education and Outreach

1. Policy and Legislation

At the September 2013 Workshop, staff discussed the following policy issues:

- HOV degradation
- FHWA MAP-21 interoperability
- Caltrans deputy directive 43
- Toll ordinance (for enacting toll violation enforcement/collecting penalties)
- Legislation needs (for requiring HOV users to carry switchable transponders)

Past discussions and new updates since the items were discussed at the September 2013 Workshop are included in the following material.

HOV Degradation: The MAP-21 (i.e. Moving Ahead for Progress in 21st Century) requires state agencies to ensure that HOV facilities do not degrade when allowing other vehicles onto the HOV lane as either HOV eligible (such as the clean air vehicles) or toll paying vehicles. As outlined in Title 23 United States Code Section 166 (d)(2)(A)&(B), a minimum average operating speed of 45 mph shall be maintained for at least 90 percent of the time, over a consecutive 180-day period during the morning or evening weekday peak hour periods (or both). If the facility is degraded, certain performance monitoring,

evaluation and reporting requirements will have to be met, in addition to implementing corrective action within 180 days after the facility is deemed degraded.

The dynamic pricing tool that is in development for the I-580 Express Lane facility will ensure that a minimum average speed of 45 mph is maintained during the hours of operations. If the average speeds are below 45 mph, the dynamic model will switch the lane mode to "HOV Only" in order to prevent the toll paying users access to the lane.

MAP-21 Interoperability: Section 1512 (b) of the MAP-21 requires that all toll facilities on federal-aid highways implement technologies or business practices that provide for the interoperability of electronic toll collection programs no later than July 6, 2016. This means that a transponder issued by a toll operator shall meet national operability and shall be read by any toll reader located on a federal-aid highway throughout the United States.

Staff is working closely with California Toll Operators Committee (CTOC) and Bay Area Toll Authority (BATA) to ensure that the readers to be installed on I-580 are capable of reading transponders that meet the national interoperability requirements.

Deputy Directive No. 43: In June 2013, Caltrans circulated, for local agency review, its draft Deputy Directive No. 43 (DD-43) regarding managed lane facilities. Staff sought clarification on oversight costs, Caltrans' intention to seek new authority for managed lanes and its effect on existing authority, and revenue sharing. Within the next four months, Caltrans plans to host a series of workshops throughout the state to address local toll operators' comments. Staff will share the final directive with the Commission upon Caltrans completing the final revisions.

Toll Ordinance: As discussed during the September workshop, current law allows the Commission to adopt a toll ordinance to enact the toll violation penalties. Staff continues to explore options for addressing how the Alameda CTC will issue toll violation notices.

In April 2012, the Los Angeles County Metropolitan Transportation Authority (LA Metro) adopted a toll ordinance for similar purposes that included:

- Lane usage requirements
- Liability for failure to pay
- Penalties and delinquent fees
- Violation processing and associated administrative processes

Staff reviewed LA Metro's ordinance, discussed it with Santa Clara Valley Transportation Authority (VTA) and BATA and is in the process of outlining a toll ordinance for eventual adoption by the Commission that will designate Alameda CTC as the "issuing" agency. Staff is also exploring options to delegate the administrative process to a "processing agency" that will process the toll violation penalty/delinquent noticing and fee collection processes and provide customer services, including the services related to handling

customer toll dispute and hearing processes. Additional details will be provided at the November 4th Workshop.

Legislation needs: To facilitate the automated violation enforcement system and to distinguish between the HOV, toll paying and toll evading vehicles, each traveler in the express lanes will be required to carry a transponder. Per these requirements, the express lane technology can easily single out the toll violators. In addition, the requirements will reduce the volume of license plate imaging that would otherwise have to be processed through an Optical Character Recognition (OCR) software review processes.

Currently, the HOV users are allowed to travel for free in the express lane facilities, and the HOV eligibility on I-580 is two or more (2+). The Vehicle Code section 149.5 (b) stipulates that unrestricted access to the Alameda County express lanes by HOV vehicles shall be available at all times. Therefore, legislative efforts are necessary to clarify the Vehicle Code and require HOV users to carry transponders while accessing the express lane facility.

LA Metro and other toll operators in the region will have to pursue similar legislation in order to enforce the toll transponder requirement for all users. Staff has been coordinating with these toll operators to collectively seek legislation for requiring all users to carry transponders while travelling in express lanes. Additional details will be provided at the November 4th Workshop.

4. Public Education and Outreach

The goals of the public education and outreach are to inform corridor users, including commuters, transit users and freight carriers, of the changes that are coming to the I-580 corridor, what to expect, the benefits of the project, and how it will operate. As described in past workshops, staff is working towards completing a public education and marketing plan by the end of this calendar year. The draft plan will serve as a guide for the scope of services that will be released in an RFP in early December, subject to approval by the Commission. The draft plan is included as Attachment C and is will go through the Programs and Projects Committee and to the Commission for approval this month. The draft plan addresses the following:

- Education and outreach goals
- Target audiences
- Key messages
- Information distribution methodologies and materials
- Timeline for pre-project implementation educational efforts
- Marketing for FasTrak® accounts
- Project opening activities and the post-opening, on-going educational and informational marketing efforts

Staff continues to collaborate with other regional partners to jointly address how to “brand” the facility to ensure that the traveling public has a clear understanding of the I-580 express lanes in relation to the larger network that is under development. In addition, this effort aims to effectively market the lanes as a new transportation solution that offers choice, reliability and a way to expand the utility of the existing lanes to address congestion. The above referenced outreach plan will also outline opportunities and a targeted effort to collaborate with our regional express lane partners. Implementation of the public education and marketing strategies are expected to commence in spring 2014 well in advance of the planned opening of the facility in the fall of 2015, and extend at minimum six months beyond the opening date. Additional details will be provided at the November 4th Workshop.

Fiscal Impact: There is no fiscal impact.

Attachments

- A: I-580 Project Limits and Access Configuration
- B: Express Lane Workshop Discussion Items
- C: Draft Public Education and Marketing Plan

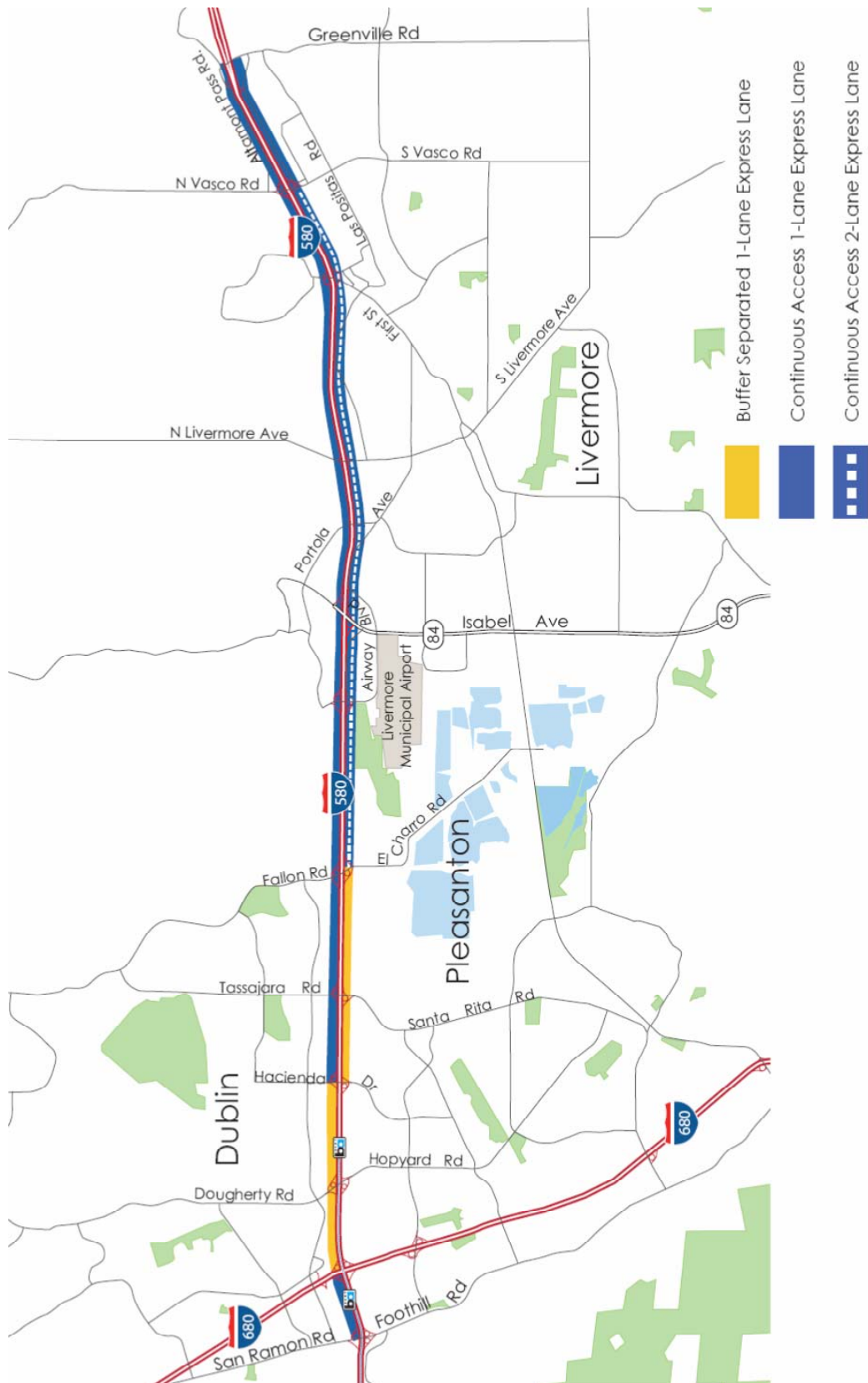
Staff Contact

[Stewart Ng](#), Deputy Director of Programming and Projects

[Tess Lengyel](#), Deputy Director of Planning and Policy

[Kanda Raj](#), Project Controls Team

A: I-580 Project Limits and Access Configuration



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B: Express Lane Workshop Discussion Items

I580 PC/I680 Sunol JPA Meeting Date	List of Items
July 8, 2013 (Completed)	<ol style="list-style-type: none"> 1. Design and Infrastructure <ol style="list-style-type: none"> a. Lane Design for Access b. Equipment and lane design to support pricing strategies and messaging 2. Operations and Enforcement: Concept of Operations, including Enforcement 3. Policy Overview: Legislation and Ordinance 4. Public Education and Marketing Strategies 5. Agency Coordination
September 9, 2013 (Completed)	<ol style="list-style-type: none"> 1. Design and Infrastructure (Responses to inquiries) 2. Operations and Enforcement (Focused discussion on enforcement) 3. Policy and Legislation <ol style="list-style-type: none"> a. HOV Degradation b. FHWA MAP-21 Interoperability c. Toll Ordinance d. Legislation {clean up Vehicle Code 149.5(b)} e. Caltrans Deputy Directive-43 4. Public Education and Marketing Strategies 5. Agency Coordination
October 14, 2013 (Completed)	<ol style="list-style-type: none"> 1. Brief Overview of Past Discussions on <ol style="list-style-type: none"> a. Design and Infrastructure b. Operations and Enforcement c. Policy and Legislation d. Public Education and Marketing Strategies

	<ul style="list-style-type: none"> e. Agency Coordination <p>2. Focused Discussion on</p> <ul style="list-style-type: none"> a. Toll Policies b. Business Rules
November 4, 2013	<p>1. Policy and Legislation</p> <ul style="list-style-type: none"> a. Brief overview of past policy discussions (I) b. Updates on <ul style="list-style-type: none"> a. Toll Ordinance and Legislation (I) b. Public Education and Marketing Strategies (I)
Spring 2014	<p>1. Operations</p> <ul style="list-style-type: none"> a. Hours of Operations (I) b. HOV Occupancy Requirements (I) c. Revenue Study Results (I) d. Financial Breakeven Analysis (I) <p>2. Policy and Legislation</p> <ul style="list-style-type: none"> a. Toll Ordinance (I) b. Legislation Need (I) c. Draft Agreement (toll collection & customer services) (I) e. Caltrans Deputy Directive No. 43 (I) <p>3. Public Education and Marketing Strategies (I)</p> <p>4. Agency Coordination</p>
Summer 2014	<p>1. Policy and Legislation</p> <ul style="list-style-type: none"> a. Revenue Reinvestment (A) b. Toll Ordinance (A) c. Legislation Need (legislative action) (I) d. Agreement (toll collection & customer services) (A)

	2. Public Education/ Marketing Strategies (plan implementation) (I)
Summer/fall 2014	<ol style="list-style-type: none"> 1. Operations: System Design - Business Rules (I) 2. Policies <ol style="list-style-type: none"> a. Toll rates (A) b. Toll rate plan (I) c. Toll rate adjustment (timeline and delegation) (A) d. Toll rate waivers/adjustment and revenue loss (I) e. Draft Agreement (roadway maintenance services) (I) 3. Planned Construction Activities (I) 4. Public Education and Marketing Strategies (I) 5. Agency Coordination (I)
Spring/summer 2015	<ol style="list-style-type: none"> 1. Operations: System Design – Business Rules (I) 2. Policies <ol style="list-style-type: none"> a. Agreement (roadway maintenance services) (A) b. Agreement (occupancy violation enforcement) (A) 3. Construction Update (I) 4. Public Education and Marketing Strategies (I) 5. Agency Coordination (I) <p>(A) – Action Item (I) – Informational/Input Item</p>

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October 23, 2013

EXPRESS LANES PUBLIC OUTREACH AND EDUCATION PLAN FOR ALAMEDA COUNTY

Contract No. CMA #A08-030

SOLEM & ASSOCIATES



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Executive Summary

Alameda County Transportation Commission (Alameda CTC) is poised to launch the new I-580 Express Lanes in fall 2015. Preparing and educating motorists for the changes coming to I-580 will involve an integrated branding, marketing, education and communications program. The communications must be implemented through a systematic process that results in positive word of mouth for the project, safe and proper use of the lanes, manageable enforcement and a model for future projects in the planned regional Express Lanes network.

These lanes are a forerunner of 500+ miles of a planned Bay Area Express Lanes Network. They will operate differently than Alameda CTC's I-680 Express Lanes or Santa Clara Valley Transportation Authority's (VTA's) Highway 237 project: I-580 will feature a new and different set of operating and usage rules that will create a new paradigm for Express Lane FasTrak® users, carpoolers and general purpose lane users alike. The potential requirement that all I-580 Express Lanes user vehicles, including carpools and vanpools, be equipped with a new type of FasTrak device creates additional opportunities and challenges.

The goal of this program is the early and easy adoption of the lanes, demonstrated by the number of new FasTrak accounts opened in the target market area prior to and soon after launch as well as the safe and frequent use of the lanes by target audiences. Achieving these goals will require meeting several objectives:

- a) Research to identify current operational, environmental or community concerns regarding existing Express Lanes and the new I-580 operations so Alameda CTC can ensure its communications and marketing plan addresses these issues.
- b) Messaging that ensures easy understanding and access, addresses any perceived deficits in the product that are identified in the research, and minimizes the learning requirements for using the I-580 Express Lanes and FasTrak.
- c) Coordinating and collaboration with the Metropolitan Transportation Commission (MTC), Bay Area Toll Authority (BATA); other regional express lane operators, the Department of Motor Vehicles (DMV); and other partners, public and private, including surrounding counties.
- d) Introducing the I-580 Express Lanes early, gaining trial usage by early adopters, establishing positive word of mouth and expanding the market.

Successful outreach will rely on a strategy that touches all the bases – community outreach, employer outreach, media and materials that explain the I-580 Express Lanes to multiple audiences in multiple languages. To launch the public outreach program, specific materials may need to be developed quickly, including content for BATA's FasTrak (bata.mtc.ca.gov) and 511.org websites, a brochure, Infographic, how-it-works video, PowerPoint presentation, maps and FAQs. With this material in hand, Alameda CTC can utilize its robust community outreach team to reach potential customers where they live, work and play; to serve as a point of contact; to give presentations in the community; and to respond to requests for information.

The I-580 education effort will concentrate on building FasTrak penetration in key ZIP Codes as identified both by market research and by conducting a new license plate capture program to identify morning commuter origin addresses. Residential communities directly adjacent to I-580 will be targeted since use of I-580 among these communities occurs frequently.

In addition, special care will be paid to educate carpoolers. Encouraging people who currently carpool and vanpool to buy-in to the program may be the single biggest marketing challenge, as using the new lanes will likely require the account holder to put down an initial deposit to open a FasTrak account even though using the lanes is free as a carpool. All outreach and education will also emphasize proper use and enforcement of the lanes and will address social justice issues.

Sales and distribution of FasTrak are managed and controlled by BATA, so the I-580 communications plan foresees Alameda CTC working closely with BATA to expand the number of locations where I-580 drivers can obtain FasTrak transponders. Alameda CTC and BATA could make a limited-time introductory offer to commuters who don't already have FasTrak similar to the offer made during the opening of the I-680 Express Lanes.

Employers in the target market areas are also a major stakeholder group, as they have influence with both local government agencies and their own employees. Developing employer support will speed up early FasTrak account openings and Express Lanes usage. In order to reach this audience, Alameda CTC can work closely with MTC's 511 Regional RideShare program and existing communications channels to reach the local employer audience.

Marketing and public outreach for the I-580 Express Lanes will include a very active earned media and special events program, developing coverage based on the success of the I-680 Express Lanes, construction milestones, the new I-580 Express Lanes project—and the benefits of managed lanes throughout the Bay Area. Bay Area news outlets have previously responded well to transportation stories and to the I-680 story in particular, so the I-580 Express Lanes should expect good coverage for briefings, construction updates, explanation of enforcement, introduction of signs and striping, project kickoff and other milestones.

Marketing the I-580 Express Lanes does not end when the project opens. Other Express Lanes throughout the country, including Alameda CTC's I-680 Express Lanes, have shown steady increases in usage as more and more people learn about the lanes after they open. This process can be accelerated through a well-planned, post-opening component of the marketing plan, including advertising after 60, 120 and 180 days, earned media surrounding milestones, periodic reports to city councils and e-mail communications to FasTrak subscribers, as well as continued region-wide outreach and education.

1. Situation Analysis

Alameda County Transportation Commission (Alameda CTC) is poised to launch the new I-580 Express Lanes in fall 2015, approximately 25 months from now.

- These lanes are a forerunner of 500+ miles of a planned Bay Area Express Lanes Network.
- They will operate differently than Alameda CTC's I-680 Express Lanes or Santa Clara VTA's 237 project and feature a new and different set of operating and usage rules. This, in turn, will create a new paradigm for Express Lane FasTrak users, carpoolers and general purpose lane users alike.
- The potential requirement that all I-580 Express Lanes user vehicles, including carpools and vanpools, be equipped with a new type of FasTrak device creates additional opportunities and challenges.
- Education and marketing for this project will require close coordination with the Metropolitan Transportation Commission (MTC) as well as several other partner agencies in the Bay Area such as the Bay Area Toll Authority (BATA), California Highway Patrol (CHP), Caltrans and local transportation Congestion Management Agencies (CMAs), to name a few.
- Partnerships with both public and private organizations will be essential to ensure consistency of message as well as broad dissemination of information regarding how to use the lanes.

The I-580 Express Lanes will once again place Alameda County on the leading edge of creating new transportation choices by utilizing innovative technology for Bay Area travelers.

Preparing and educating motorists for the changes coming to I-580 involves considerable branding, marketing, education and communications efforts. The communications must be implemented through a systematic process that results in positive word of mouth for the project, safe and proper use of the lanes, manageable enforcement and a model for future projects in the planned regional Express Lanes network.

2. Concept for Marketing I-580 Express Lanes and FasTrak

The following section includes a business mission statement, key goals and attendant objectives for shaping the I-580 Alameda Express Lanes and the FasTrak product, price, distribution and promotion strategies. The concept covers the project marketing phase, defined here as the period extending from the present time through opening in 2015 to six (6) months post launch.

Mission

The primary mission of this effort is to successfully launch the I-580 Alameda County Express Lanes through the use of effective marketing and education designed to accelerate the ramp-up in usage of the new lanes, ensure the efficient and safe usage of the facility and to position the lanes as part of a larger network of Express Lanes and transportation solutions in the Bay Area.

Goals

The goal of this program is the early and easy adoption of the lanes, demonstrated by the number of new FasTrak accounts opened in the target market area prior to and soon after launch as well as the safe and frequent use of the lanes by target audiences.

Objectives

Achieving these goals will require meeting several objectives:

- a. **Perform research** – Identify current operational, environmental or community concerns from stakeholders and potential customers regarding existing Express Lanes and the new I-580 operations so Alameda CTC can ensure its communications and marketing plan addresses these issues.

As the technology used in the express lane and tolling industry continues to advance, the I-580 Express Lanes model will become an industry standard for improved congestion management and reduction in express lane violators. Because the I-580 Express Lanes will allow continual access and is expected to utilize a switchable transponder (see image on right), they will differ enough from how the I-680 Express Lanes operate to warrant additional marketing research to identify user concerns and develop messaging that addresses any new concerns.

In addition, questions about “fairness” and “equity” often arise during the course of development and implementation of projects



“Switchable” FasTrak Transponder

The switchable FasTrak transponder allows the driver to indicate the number of occupants in the vehicle by moving the switch on the transponder to the appropriate setting 1, 2, or 3. *Source: LA Metro*

such as this. It will be important to explore possible equity solutions and implement one with regional partners.

Another key opportunity is to ensure that a concerted effort is made to identify barriers and obstacles to using the Express Lanes product and service safely and as intended. The goal is to reduce customer effort and ensure a good experience when using the facility. The way to address this is to take a customer-level view of the product and service and ensure that the facilities and FasTrak transponder are indeed understandable to the public and potential users.

There is a unique opportunity for precise public-opinion research due to this being the second Express Lanes facility to be implemented in Alameda County and the third in the Bay Area. Focus groups among the readily available population of current I-680 Express Lane users can be utilized to examine customer needs as they relate to this transportation innovation. Alameda CTC can learn a wealth of information directly from current and users and then use this information to craft messaging and an outreach approach that stresses the most important concerns identified.

Another critical research initiative is a license plate capture survey to identify individual I-580 commuters in cooperation with the DMV. This will enable Alameda CTC to validate previous focus group findings as well as to educate and outreach directly to commuters who are most likely to use the Express Lanes. Additional outreach can then be aimed at potential customers in the same geographic location as those identified in the license plate capture with the assumption that people in the same neighborhoods often share the same commute patterns.

- b. Ensure easy understanding, use and access** – Address any perceived deficits in the product that are identified in the research, and minimize the learning requirements for using the 580 Express Lanes and FasTrak. FasTrak must be easy to get and easy to use on the Express Lanes and will need to be heavily demonstrated and promoted especially in the primary market area.

The key to successfully marketing the Alameda Express Lanes is the need to coordinate and mobilize the full resources of Alameda CTC and its partnerships with MTC, BATA and the relevant local CMAs, the DMV and other partners, public and private, including surrounding counties, in support of a successful launch of the new Alameda County Express Lanes on I-580. The public will need to be educated on the rules for access and transponder usage well in advance of the Express Lanes openings. Since there are several Express Lanes facilities scheduled for development in the near future, it is critical for the partner agencies to stay well informed about the project and be included in any discussions on policies which may affect subsequent Express Lanes/FasTrak projects.

c. Introduce the I-580 Express Lanes early – The lanes need to be introduced to the public as early as possible and continually promoted well through the opening. This introduction goes beyond the new lanes themselves and includes promoting Alameda CTC and its partners whenever possible.

1. Leverage the success of the I-680 Express Lanes project and FasTrak in the region as evidence of the popularity and solid benefits of a related and nearby project. Alameda CTC has a success story that needs to be told, and telling it will go a long way towards building excitement and acceptance of the new lanes despite the technical differences between them.
2. Promote Alameda CTC and its partners as leaders in providing transportation solutions in the region and the I-580 Express Lanes as an early example of how the Bay Area Regional Express Lane Network will look and operate. In coordination with regional outreach work by MTC, reminding people of Alameda CTC's leadership in this field will help build awareness and credibility for the project and reap benefits for other agency initiatives.
3. Start marketing early and focus continually on building awareness and education especially in the primary market:
 - Potential users, especially carpoolers, need to know what they need to do to open a FasTrak account, properly install a FasTrak transponder in their vehicle, set it to the proper commute mode and use the lanes correctly and safely.
 - All users need to know how the facility works to minimize any potential safety concerns about the facility as well as understand pricing and payment methods to make using the facility is as easy as possible. They should be educated so as to eliminate misperceptions.
 - Depending on when BATA begins introducing switchable toll tags regionally, even current FasTrak users on other facilities will need a full round of education.
 - The public needs to learn about the congestion management benefits of this new alternative.
 - Explore the use of signage and stakeholder and media tours to raise awareness about the continual access system, to announce the opening date and give the website address for more information.
 - Promote account and usage information on a website which supplies information about the project, including a full explanation on how to acquire and properly use a transponder and also demonstrates safe use of the lanes.
 - Explore the possibility of trial usage of the facilities by working with BATA to create promotional offers such as offering free toll credits when opening a new FasTrak account so potential users can discover available destinations and benefits of using the facility.

- d. Gain trial usage by early adopters** – Prospective customers should be given ample opportunity to get acquainted with the I-580 Express Lanes and FasTrak in a hands-on way. Several methods for achieving this are outlined below:
1. Stakeholder and media tours and demonstrations using map, video and graphics at community events should become an integral part of the outreach and education program.
 - Ideally, Alameda CTC's robust public outreach capabilities should be tasked to carry the word to major employment centers and communities in the target market areas and to demonstrate and promote the acquisition of FasTrak by carpoolers and solo drivers alike. (Reaching these audiences is further addressed in Section 6 below.)
 - Outreach can be reinforced with a FasTrak introductory offer and modest community-based direct advertising that begins three months before the lanes open, if possible, through coordination with other CTCs and MTC.
 2. A FasTrak interest list should be initiated on the Express Lanes website to establish, cultivate and update an early adopter group.
 3. In partnership with BATA, current FasTrak customers residing in the primary market areas should be communicated with on a regular basis to build awareness and anticipation for the opening of the lanes. Other Bay Area FasTrak customers and other FasTrak agencies should be kept apprised of progress on this new FasTrak travel opportunity.
- e. Establish positive word of mouth** – Positive testimonials and referrals from satisfied customers are very powerful tools for building credibility and positive word of mouth. The continued use of I-680 Express Lanes is evidence that these projects are popular and work as intended, and I-580 commuters can be assured the new lanes will work for them. The I-680 Express Lanes also highlights Alameda CTC's transportation innovation and leadership in the Bay Area. It will be essential that Alameda CTC build on the positive feelings and awareness that experience and earlier market research revealed exists about the 680 project and establish and maintain positive word of mouth leading up to the introduction of the I-580 Express Lanes.

In early 2014, it will be important to invest in communications to continue to build a positive perception of Alameda CTC and its partners, as applicable, within the primary marketing area. This can be achieved by highlighting upcoming transportation improvements, including improvements to SR 84 and the auxiliary lane and subsequent HOV lanes on I-580, through a partnership program designed to distribute information about the improvements through local business partners and other outreach venues. This effort would include in-kind trades and incentives for businesses to distribute educational materials to their employees.

Establishing these partnerships will set the stage for local business to become ambassadors for the upcoming Express Lanes. Not only is this method very effective, as the information and positive feedback about the new facility come from an established and trusted independent third-party business owner or employee, but it is also very cost effective.

Additionally, during this time, a critical component of introducing the project early will be to pay special attention to education and outreach to mayors, city council members and staff in cities whose residents use I-580. Elected officials and local jurisdictions need full knowledge and understanding of the project so they can answer questions posed by their constituents, show support for the project and share in demonstrating the benefits of the lanes. By the end of 2014, the messaging emphasis will shift to the success of the I-680 Express Lanes in anticipation of introducing the I-580 Express Lanes opening a year later.

Following the I-580 Express Lanes opening, provide the media and FasTrak customers with testimonials and data on travel time saved by the Express Lanes. Statistics on growing usage tied to milestones (“the first 90 days,” “the first six months,” etc.) are natural fits for post-opening earned media. (Specific media targets are addressed in Section 6 below.)

Nine to twelve months following the launch of the I-580 Express Lanes, launch a follow-up marketing effort to support a growth phase that will bring both Alameda County Express Lanes closer to their full potential. Every Express Lane project in the country has experienced a ramp-up period and growing use over the first 36 months as the area’s commuters go through “the learning curve” about the lanes’ benefits. This growth (and thus Alameda CTC’s revenue) can be accelerated with periodic marketing pushes after opening.

- f. **Expand the market** – Currently there are several other Express Lanes facilities planned for the Bay Area over the next few years. These other facilities can benefit greatly from the increased awareness and positive publicity and word of mouth generated by Alameda CTC’s efforts to promote the I-580 Express Lanes. Alameda CTC will continue to attend regularly scheduled meetings and work closely with regional partners to ensure they are aware well in advance of any education and outreach initiatives which may be leveraged to support future projects and, indeed, that marketing of the I-580 Express Lanes is tied cohesively to MTC’s Bay Area Regional Express Lanes Network.

3. Branding

Branding a new transportation concept and project is an important component of the communications and marketing effort for the I-580 and I-680 Alameda County Express Lanes. As used here, a “brand” refers to the complete experience a consumer has with the specific product and service offering. This experience extends beyond what is said about the product or how the project is promoted to include user perceptions about ease of use, safety, reliability and customer service.

Significantly, there are regionwide implications to be considered when planning for the new Alameda Express Lanes brand, namely the 500+ mile Bay Area Express Lanes Network. These additional lanes will be managed by different partners, including MTC and several regional CTCs, the Silicon Valley Express Lanes Program on the SR 237/I-880 (and planned on Highway 101) as well as new Express Lanes planned for the Contra Costa County portion of I-680, and on I-80 in Solano County.

At this point, this consortium of agencies still has the opportunity to incorporate the entire network under one unified brand which will enhance the consumer’s experience and understanding of Express Lanes. Individual Express Lanes facilities will still vary in operational rules and local outreach, but creating a single brand for the current and future Express Lanes will create a strong sense of direction and unity among the regional partners, messaging to the public will be simpler, and future Express Lanes will have a built-in brand value which can be more easily utilized to bring their projects up to speed quicker. Additionally, when this brand is developed, consideration should be given to maintaining consistency with the FasTrak brand already established by BATA and the Bay Area bridges so as to leverage and benefit from credibility of this existing brand which is well known in the Bay Area.

Both Alameda CTC and MTC have expressed interest in pursuing this option, and this section has been developed assuming a unified brand will be implemented and utilized for the region moving forward. Preliminary suggestions for value statements, timing and audiences for the new brand are listed below:

Bay Area Express Lanes (I-580 and I-680 and regionwide)

Value Statement: Express Lanes are an innovative, fair and proven transportation solution that utilize technology to optimize existing freeway capacity throughout the Bay Area and provide traffic congestion relief, expanded travel options, increased travel reliability and revenue sources to pay for future transportation improvements.

Timing: July 2014 – The Bay Area Express Lanes brand should be developed after a new round of consumer research has been completed to ensure messaging, imaging and benefits are accurate. The timing of this brand development occurs in unison with planning for the I-580

Express Lanes operated by Alameda CTC but will need to be a multiagency collaboration, incorporating existing facilities such as the VTA Silicon Valley Express Lanes Program (SR 237, SR 85 and US 101 corridors) and the Alameda County Express Lanes Program (I-680 and I-580) as well as any planned or future Express Lanes programs, based upon coordination and desire of partner agencies.

Target Audiences: Bay Area commuters and residents, regionwide city councils, government agencies, Caltrans and local media, including San Joaquin County.

Target Audiences Specific to Alameda CTC: I-580 and I-680 corridor commuters, current FasTrak customers, cities along the corridor and farther to the east and major local businesses that utilize the corridor to transport good and services.

4. Audience Strategy

Market Segmentation

The I-580 education and outreach efforts should first concentrate on building FasTrak penetration in key ZIP Codes identified by market research and by conducting a new license plate capture program to identify morning commuter origin addresses. A license plate capture program was performed on I-580 and I-680 in 2008 prior to the launch of the I-680 Express Lanes, and while the results of that research are referenced below, the key target areas for I-580 should be reassessed with a new license plate capture program. Residential communities directly adjacent to I-580 should also be targeted since access to I-580 among these communities is expected to occur frequently.

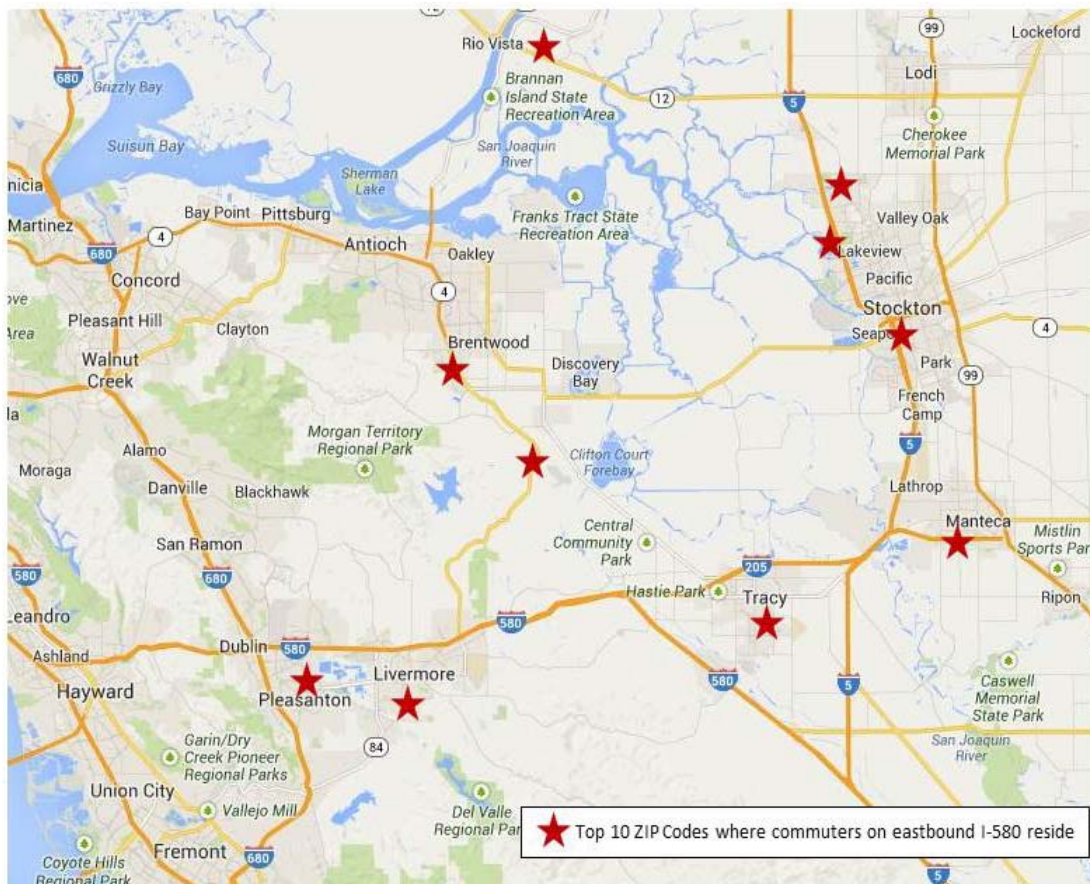
Figure 3.1 shows the top 10 ZIP Codes, along with pertinent 2011 demographic data, which were found to be the most common origins where eastbound I-580ⁱ morning commuters reside.

Figure 3.1 – Demographics of the Origin of I-580 Commutes by ZIP Code

City	Origin ZIP Code	No. of Trips	% of All Trips	Population	Household Median Income	Average Age
Livermore	94550	16,626	48.00%	45,154	\$101,448	35.2
Stockton	95203	5,000	14.44%	15,155	\$ 38,600	30.3
Tracy	95376	3,131	9.04%	48,593	\$ 62,360	32.0
Pleasanton	94566	2,193	6.33%	40,443	\$118,306	38.3
Brentwood	94513	2,173	6.27%	51,493	\$ 87,486	33.1
Byron	94514	1,426	4.12%	1,393	\$ 70,383	38.2
Rio Vista	94571	1,222	3.53%	7,515	\$ 57,599	40.7
Manteca	95337	445	1.28%	30,478	\$ 65,427	32.7
Stockton	95209	426	1.23%	41,533	\$ 73,622	33.6
Stockton	95219	358	1.03%	27,370	\$ 75,088	35.2

Based on this analysis, the average commuter driving during morning commute hours on eastbound I-580 is 35 years old and has an annual household income of \$68,802 per year. For this data set, the overwhelming majority of commuters live in Livermore. The following map illustrates these locations:

Figure 3.1 – I-580 Top 10 Home City Locations



What is instructive about this data from the license plate capture research is that while more than half the morning trips began in Alameda County, the remainder originate out of county and come primarily from San Joaquin County. This creates a new challenge for Alameda CTC in terms of outreach, as the agency will need to conduct active outreach in a neighboring county. This outreach could begin as soon as early 2014 with the primary audiences being local civic and community organizations (such as Chambers of Commerce), city officials, top businesses, other transportation partners, including the San Joaquin Council of Governments and their Member Agencies, and other stakeholders in the area. Following that, consumer outreach would also be needed in order to directly reach potential FasTrak users. (Please see Section 6 for Outreach Strategy.)

A new license plate capture survey conducted in the near future may produce different results than the 2008 study, so the information presented above will need to be updated before outreach efforts commence. As we know, employment and residential data is vastly different now compared to five years ago before the economic and housing crisis of 2008.

Additionally, by coordinating with the California DMV, the license plate capture will provide Alameda CTC with addresses of every license plate holder identified. This list can be cross-checked to remove current FasTrak customers, leaving a strong list of potential customers to target via direct mail. This tactic was utilized for the launch of the I-680 Express Lanes and proved to be a very effective way to reach the target audience.

Customer Types – Segmenting the audience by customer type helps to choose approaches, messaging and media that, in general, appeals to the audience. In order to achieve rapid acceptance and use of the I-580 Express Lanes, the customer base within the top ZIP Codes identified by the license plate capture should be segmented to focus messaging based on characteristics of each specific audience group. When Alameda CTC performs additional research, these customer types and their demographic and other characteristics should be confirmed. Additionally, new customer types may be identified.

1. *Current FasTrak Account Holders* – Since current FasTrak account holders are already familiar with the concept of FasTrak and have active accounts, demonstrating the benefits of the Express Lanes on I-580 should be fairly easy. This can be done by developing an information strategy with direct mail and e-mail blasts to target current FasTrak customers in an arrangement with BATA to send information to current FasTrak holders through e-mails or account statement messaging in the top ZIP Codes discovered from the license plate capture. The following chart shows the number of FasTrak accounts currently in the targeted ZIP Codes.ⁱⁱ

Figure 3.3 – Current FasTrak Accounts in Targeted ZIP Codes

City	ZIP Code	# Accts
Livermore	94550	6,453
Stockton	95203	128
Tracy	95376	1,925
Pleasanton	94566	8,659
Brentwood	94513	6,611
Byron	94514	518
Rio Vista	94571	1,955
Manteca	95337	867
Stockton	95209	680
Stockton	95219	937
Total		28,733

Figure 3.3 indicates that there are 28,733 FasTrak accounts established in areas which have been identified as having the most likely potential Express Lanes users as determined by the 2008 license plate capture. While these FasTrak customers acquired the device to use on Bay Area bridges, the I-680 Express Lanes and other Express Lanes

facilities, this customer base provides a built-in base of potential users for the I-580 Express Lanes.

It is important to note that with the new rules and regulations related to the I-580 Express Lanes continual access and anticipated FasTrak transponder requirements for carpoolers, including new types of transponders, specific messaging will need to be included in any communications directed at these customers to clarify the differences between the new lanes and the existing I-680 Express Lanes.

2. *Carpoolers* – Encouraging people who currently carpool and vanpool to buy-in to the program may be the single biggest marketing challenge, as using the new lanes will likely require the account holder to make an initial deposit to open a FasTrak account even though using the lanes is free as a carpool. This will be perceived by some as “paying” to drive as a carpool in a previously “free” lane. In a similar project in Los Angeles, LA Metro consultants estimated it could take up to a year for some carpoolers to obtain FasTrak transponders to use on the new I-10 and I-110 ExpressLanes.¹ The consultants cautioned that particular care needs to be taken when addressing the needs of this group. Specific tactics to address carpoolers are addressed in the next section.
3. *Additional Customer Type* – By evaluating similar Express Lanes projects across the country, additional customer types have been identified and effectively described. In particular, research performed in 2010 for the I-15 Express Lanes by the San Diego Association of Governments (SANDAG) revealed two customer types who are likely to also exist in this project area: “*Competitors*” and “*Social Media Drivers*.” SANDAG was able to then target these audiences through messaging designed specifically for them.
 - a. *Competitors* are known for their competitive instinct. They experience a psychological pleasure in knowing they are moving past **other** commuters. Competitors have an above average knowledge of Express Lanes and will know of the I-680 Express Lanes and may even already own a FasTrak transponder. They will understand the new rules of the I-580 Express Lanes quickly and look very favorably on their opening, as they serve to help them achieve their goal of moving past traffic and are willing to pay for this convenience.
 - b. “*Social Media Drivers*” – This group is named after their affinity toward social media, as 35% of commuters surveyed by SANDAG said social media was a good way to reach them. Interestingly, one-third of this same group said they always use the general purpose lanes—meaning they are potential Express Lanes customers. Alameda CTC should know this audience exists and that they are more inclined to track the Express Lanes projects in the area via Facebook and Twitter than through traditional media channels.

¹InMotionConsulting.*Making the Switch: How Metro Can Ensure Carpooler Access to Los Angeles’ New HOT Lanes*. March 16, 2010. Executive Summary. Pg 29.

5. Strategy – Promotion, Price, Distribution and Product

1. Potential FasTrak Customer Strategy – Solo drivers

a. Product Strategy

Previous experience in Express Lanes implementation projects shows the main product concerns among solo drivers (both existing FasTrak users and potential users) are understanding how the lanes will work (in this case how “continuous access” works) and how pricing and enforcement will be addressed.

Continuous Access and Fair Pricing – Introduction and Education – Unlike the I-680 Express Lanes or Express Lanes in Southern California, the new I-580 Express Lanes will allow continuous access into and out of the lanes. The Express Lanes will be separated from the general purpose lanes by a dashed white line, and ingress and egress will be unlimited throughout the corridor. Although this operating mode is similar to the operation of most Bay Area HOV lanes, previous research indicates this type of access creates an initial concern among drivers about the possible large number of vehicles randomly entering and exiting the lanes and the perceived potential for accidents, cheating and bottlenecks. In addition, it is critical to clarify and clearly explain how continuous access lanes will be priced to ensure that users pay only for what they use.

Switchable Transponder – Introduction and Education – Similar to the education needed to explain continuous access, Alameda CTC will need to educate commuters on a new type of switchable FasTrak transponders with the ability for users to “self-declare” the number of individuals in their automobile. This type of transponder was recently introduced on the LA Metro Express Lanes where considerable efforts were made to educate the public on how to properly use them. As with any new or upgraded technology, both potential and current FasTrak users will need to understand how to safely and properly use the *new* device.

Enforcement – When the I-680 Express Lanes were introduced, focus groups demonstrated a motorist concern that the lanes might fill up with violators, thus defeating the purpose of the project. It is reasonable to anticipate similar concerns will exist with the I-580 Express Lanes, especially because all vehicles using the lanes will need to use FasTrak and the lanes will operate with continuous access (uninformed commuters will most likely think you can just “dodge” the tolling gantries and avoid being noticed as a user of the lanes or falsely “self-declare” the number of individuals in their automobile). Furthermore, experience with similar projects shows that paying customers deeply resent cheaters and violators. It will be very important for the credibility of the program that Alameda CTC work out an effective arrangement with the CHP so that use of the lanes is vigorously enforced, especially in the early days of

operation. A visible CHP presence in the lanes in the weeks and months following their opening is a potent deterrent to cheating. Messaging, materials and outreach should emphasize enforcement and the penalties for misuse.

It is important to note that CHP enforcement during the initial months doesn't necessarily mean tickets should be issued for all violators. There will be an ongoing need to educate drivers, and close coordination with the CHP can be a part of the education process to ensure drivers understand the rules of the lanes. In other words, for some introductory period, violators can be treated as potential customers—they have already demonstrated an affinity for using the lane; the next step is to get them to pay for it. As one example, the Minnesota Department of Transportation worked closely with the Minnesota State Patrol following the opening of the I-35W MnPASS Express Lanes to remove Express Lanes violators, but instead of giving them tickets, State Patrol officers would provide MnPASS Express Lanes information handouts and explain the rules of the new lanes. This coordination proved to speed up the public's acceptance and proper use of the lanes and went a long way to promote goodwill with commuters.

b. Price Strategy

It is important to educate customers on how and why the lanes cost what they do. Some resistance to Express Lanes can often be mitigated through a brief explanation on how traffic congestion determines trip cost. Determining and communicating the business rules of price and access are critical elements of the marketing plan.

c. Sales and Distribution Strategy

Sales and distribution of FasTrak are managed and controlled by BATA, so this important detail needs to be coordinated with BATA early on. Currently, consumers can acquire FasTrak transponders at certain Costco, Safeway and Walgreens locations; through the website; by mail; by fax; at walk-in centers; or by calling the FasTrak Customer Service Center (CSC) and creating an account. There are only a limited number of these stores in the primary marketing target area for I-580 drivers. Alameda CTC should endeavor to work closely with BATA to expand the number of locations where consumers can purchase FasTrak transponders. There are currently a limited number of retail outlets selling FasTrak in Fremont and Livermore and none in Stockton or Tracy or any other locations east of Livermore. The number of participating Costco and Safeway stores will need to be increased in these new target markets.

New FasTrak customers in these areas are most likely signing up in order to use the I-580 Express Lanes (since they have declined for many years to sign up and use FasTrak when crossing Bay Area bridges). Therefore, Alameda CTC will need to coordinate with BATA on what new kinds of marketing materials could be included in packaging and

literature in the BATA fulfillment kit—such as everything you need to know to use the lanes.

Also, point-of-purchase displays offering information on how to open a FasTrak account and use the new lanes could be placed throughout the market area. This would further increase awareness and promote new sales. A program will also need to be put in place to restock these displays.

d. Promotion Strategy

In order to create the awareness needed about the new lanes by opening day, Alameda CTC will need to promote the lanes through various means to foster the early adoption of transponders by carpools and solo drivers. Some initial directives related to promotion include:

- Establish a goal by estimating the number of transponders needed to be distributed to solo drivers during the first year.
- Use earned media and special events to frame the projects, create a “News Bureau” to distribute a steady stream of information and create a buzz. (See Section 6 - Earned Media and Special Events for more information.)
- Promote FasTrak and the Express Lanes directly to major employers in the market area and at the home end through an aggressive Mobile Customer Service Center outreach program.
- Use on-facility promotion, including banners and electronic variable message signs, to create awareness of the new Express Lanes. Promote a “countdown” message leading up to the opening of the Express Lanes.
- Utilize Alameda CTC’s own resources to effectively promote the lanes, including utilizing the outreach team, bus tails, bus wraps, partner websites, social media, etc.
- Utilize Alameda CTC’s agency partners such as 511.org and BATA’s FasTrak website, AAA and other partners.
- Evaluate and update the information on Express Lanes included in FasTrak retail packets.
- In the final weeks before opening and over the first weeks following opening, advertise with drive-time radio spots and messages during traffic and weather updates.

e. Introductory Offer

The I-580 Express Lanes must appeal initially to people who are currently using I-580 as a means of daily commuting, many of whom do not have FasTrak today. To accelerate their adoption of FasTrak transponders, Alameda CTC could work with BATA to make a limited-time introductory offer to commuters who don’t already have FasTrak. This could be done as the basis of or in conjunction with one of BATA’s periodic

promotional pushes This will help demonstrate the value of obtaining and using the product and encourage early use. This tactic proved successful during the launch of the I-680 Express Lanes and has been used by BATA to build FasTrak usage. Alameda CTC should coordinate with BATA to begin planning a promotion or to tie into a planned or scheduled BATA promotion. The following table lists promotional offers introduced by various tolling facilities to provide an idea of what the standard industry practice is:

Agency	Location	Promotion
Bay Area Toll Authority	Golden Gate Bridge, Caltrans Bay Area Bridges and I-680 Express Lanes	I-680 Express Lanes Promotion: <ul style="list-style-type: none"> ▪ \$10 in toll credits for sign-up before x date.
San Diego Association of Governments I-15 Express Lanes	San Diego, CA	<ul style="list-style-type: none"> ▪ “Free” transponder for sign-up by x date. ▪ \$25 in toll credits when signing up using MasterCard
LA Metro	Los Angeles, CA	<ul style="list-style-type: none"> ▪ Equity Plan: Low-income residents of Los Angeles County with an annual household income at or below \$39,060 qualify for a \$25 credit when they set up their account. The monthly \$3 account maintenance fee is waived. ▪ AAA Membership Discount: AAA members receive a 20% discount on their prepaid toll balance at account opening (an \$8 value).
Transportation Corridor Agencies	Orange County, CA	<ul style="list-style-type: none"> ▪ “Free” transponder for sign-up by x date. ▪ \$25 in toll credits when signing up using MasterCard
E-ZPass® Consortium	Delaware DOT New Jersey Turnpike Garden State Parkway Atlantic City Expressway Port Authority of NY/NJ	Original Marketing Plan: <ul style="list-style-type: none"> ▪ “Free” transponder for sign-up by x date. ▪ \$25 in toll credits 2004 – New Jersey Turnpike: <ul style="list-style-type: none"> ▪ Discount for use of ETC over cash.
91 Express Lanes – Opened as a private toll road and now owned by Orange County Transportation Authority	Orange County, CA	<ul style="list-style-type: none"> ▪ “Free” transponder for sign-up by x date. ▪ \$25 in toll credits
MnPASS Express Lanes	Minnesota Department of Transportation	<ul style="list-style-type: none"> ▪ \$25 in FREE toll credits for signing up before x date ▪ \$25 in FREE transit credits for signing up before x date
SBX Express Lanes	South Bay Expressway	<ul style="list-style-type: none"> ▪ \$25 in FREE transit credits for signing up before x date

2. Potential FasTrak Customer Strategy – Carpoolers

Carpools and vanpools pose a potential issue for the introduction of the lanes. That is, there will be an effort and a cost associated with continuing to use what's now the HOV lane: opening a FasTrak account (the required \$25 deposit), installing a switchable tag and learning how to properly use it. Perceptions about promotion and cost should be thoroughly vetted via focus groups during the market research phase. Absent that research, the following is a discussion of how the problem might be approached:

- a. Promotion Strategy** – Create awareness and foster the early adoption of FasTrak transponders by carpoolers and vanpools. Consider implementing the following:
 - Clearly differentiate Express Lanes from HOV lanes and other Express Lanes facilities. They are a new travel choice with a new set of rules. While the lanes will be branded with the I-680 Express Lanes, the differences in use will need to be widely promoted.
 - Feed the word-of-mouth grapevine that the requirement of opening a FasTrak account for everyone using the new Express Lanes is coming, and let people become used to the idea.
 - Use license plate video capture on the existing eastbound HOV facility and westbound general purpose lanes to create a database of addresses of carpoolers, and initiate a "drip" mailing program leading up to the opening of the lanes.
 - Use on-facility promotion (banners and electronic variable message signs) as mentioned above.
 - Use earned media to get carpool-specific information to the public.
 - Use advertising targeted to carpoolers to reinforce and support the effort.

- b. Price Strategy** – Carpoolers with FasTrak can already receive discounts on Bay Area bridges. On I-580, they will be able to use the new Express Lanes free of charge. In order to offset the cost to carpoolers and vanpools of paying the initial deposit for a FasTrak transponder, consider offering promotional discounts for early adopters and create an opt-in reward program.
 - Through a "limited-time" promotional offer, provide the first XX thousand transponders for carpools "free of charge" (no deposit required), or consider offering a "\$25 toll credit and/or waive the initial \$25 deposit—a "\$50 value" to carpoolers who register early for FasTrak.
 - Such a promotion could provide an early carpool customer base, positive earned media and positive testimonials from carpoolers.
 - To overcome possible objections related to the initial deposit needed when opening a FasTrak account, consider allowing a very low deposit and replenishment amount. Condition it on the understanding there can be no more than one or two replenishment charges per month on their credit card.
 - Create an opt-in rewards program for carpoolers.

- The program would reward carpoolers with a gas card or similar reward for their frequent use of the lanes.
- The BATA system would likely have to record the number of trips with the transponder in carpool mode, or a separate system would have to be developed to allow carpoolers to track their trips. This could be promoted as a pilot program and limited to FasTrak carpool customers.
- The program provides an incentive for carpoolers to use the lanes as they currently do. This approach could incentivize infrequent carpoolers to use the lanes more frequently and avoid any associated fees. Previous research conducted by LA Metro supports this approach:
 - i. “Carpoolers differ in their perception of the (Metro) program’s value. Frequent carpoolers have a lower willingness to pay for a transponder deposit, most likely because they think they will not benefit from using the system as much as single drivers and occasional carpoolers.”²
 - ii. It is important to note that “frequent carpoolers,” those who carpool 5+ days a week, made up the largest percent of carpoolers along the corridors in Los Angeles, and the same may be true about the I-580.³
 - iii. “Carpoolers prefer an ongoing points-based rewards program to an upfront subsidized transponder deposit and are in favor of expanding the rewards beyond what Metro has already established in the current Rewards program.”⁴

c. Distribution – Ensure sufficient distribution channels are available to get FasTrak transponders into the hands of carpoolers.

- Explore the possibility of working with BATA to develop a Mobile Customer Service Center with the ability to open new accounts and sell transponders remotely from locations such as:
 - Park and Ride lots
 - Employment centers or through HR departments
 - Local community events at the home end
 - Consider the cost benefit of developing a retail distributor.
 - Consider a separate landing page for carpools and vanpools that can be promoted through carpool promotions.
 - Review all elements of the Express Lanes customer website, and ensure that it is as user friendly as possible and that the sign-up process is easy; emphasize the ease of signing up.

²InMotionConsulting. *Making the Switch: How Metro Can Ensure Carpooler Access to Los Angeles’ New HOT Lanes*. March 16, 2010. Executive Summary. Pg ii.

³Los Angeles County Metropolitan Transportation Authority. *License Plate Survey Draft Report*. Prepared by Parsons Brinckerhoff. 2009. Pg 10.

⁴InMotionConsulting. *Making the Switch: How Metro Can Ensure Carpooler Access to Los Angeles’ New HOT Lanes*. March 16, 2010. Executive Summary. Pg ii.

6. Social Justice Strategy

A common initial reaction to the Express Lanes concept is to criticize them as being “unfair” and either aimed towards higher-income earners or that they represent a form of “double taxation.” Alameda CTC should be prepared to address these myths and concerns early on and as part of the I-580 Express Lanes Marketing Plan.

In fact, research for existing Express Lanes clearly show that lower-income earners use the lanes as often as other socio-economic groups. In addition, the myth seems to evaporate once a lane is in operation and people see that it gives a choice to avoid congestion to all people when they need it. The social justice issue is best addressed through a combination of information on actual usage elsewhere and early education to set the record straight. It will be crucial for Alameda CTC to use results from outreach and research to help shape and communicate policies, product and service in ways that will make the program acceptable to future users. It is also important to carefully frame the project based on its benefits to commuters, including new commute choice, improved access and reliable, safe travel. For example, in a 2008 Santa Clara VTA survey,ⁱⁱⁱ potential FasTrak users were asked about their plans to use Express Lanes after they were introduced. The results indicated lower-income earners were just as likely to use the lanes as other income groups.

Additionally, Alameda CTC can demonstrate their attention to this issue by considering an Equity Program for low-income commuters similar to one developed by LA Metro for the I-10 and I-110 Express Lanes. In that program, corridor users with an annual household income (family of 3) equal to or below \$39,060 (twice the 2013 federal poverty level) could receive a \$25 credit when they set up their account. This policy was deemed a successful way of combating the equity issue. For reference, see:

[https://www.metroexpresslanes.net/en/about/ExpressLanes_Factsheet Toll Credit Program.pdf](https://www.metroexpresslanes.net/en/about/ExpressLanes_Factsheet_Toll_Credit_Program.pdf)

Alameda CTC also needs to communicate solid answers on the use of toll revenues and address the question of “Where does the money go?” Building support for the project will occur more quickly if the public is convinced that revenues are well spent and can potentially go to support additional improvements in the corridor, including public transit improvements.

The perception that taxpayers are being charged twice for the Express Lanes is also a common misconception. The idea that “I already paid for these roads with my tax dollars, why do I have to pay again to use them?” arises frequently. To address this issue and educate the public, communications, messaging and education materials need to stress:

- Solo commuters who *choose* to pay a toll can access the lanes, something they cannot do now.

- The benefits for commuters of toll revenues are being “recycled” to provide greater transportation improvements and/or options for all commuters
- This is a better use of existing roadway, and the toll amount would be less than the increase in taxes necessary to build and maintain additional lanes.

Additionally, dynamic pricing needs to be described succinctly so that prospective users understand and believe it is designed to reduce congestion in all lanes and, perhaps more important, will ensure a congestion-free Express Lanes. The benefits of the Express Lanes choice, congestion-free commute and environmentally sound nature of the lanes need to be kept at the forefront of communications.

Ultimately, the public wants assurance that the idea will work and that it will be fair. Demonstrating the Express Lanes are a proven concept and clearly communicating how social justice issues are being addressed through the messaging and marketing tactics described above will go a long way to alleviate concerns.

7. Community-Based Marketing Plan – Outreach, Marketing and Communications

Successful outreach will rely on a strategy that touches all the bases as well as materials that explain the I-580 Express Lanes to multiple audiences. To launch a public outreach effort, the following materials will need to be developed based on the scope of the final marketing and outreach plan:

- Web-based content to be housed on BATA's FasTrak (bata.mtc.ca.gov) and 511.org websites that contains information and links to sign up for FasTrak, as approved by MTC/BATA, and content for Alameda CTC's website
- Informational Brochure which includes an Infographic showing how the Express Lanes work, translated in to Spanish and Mandarin and possibly additional languages
- How-It-Works Video
- Standard PowerPoint presentation describing the project, illustrating the timeline, explaining continual access and addressing social equity issues
- Display Boards for use at community events, presentations and speaking events, including a map of the project area as well as one of the entire planned Express Lanes network, easy to understand highlights/benefits of the project and a project timeline
- Invitation/Mailer for any planned Open Houses
- Comment Cards to be distributed after events to gather feedback from participants
- A "Press Kit" comprised of the following:
 - Fact Sheets, including a Fact Sheet about equity
 - FAQs
 - Maps of I-580 and I-680
 - B-Roll, including photos and videos of the project facility
- A "Commuter Resource Kit" that would include the main informational pieces in this list as well as additional transportation-related information, including transit schedules, bike to work information, working from home information, flex-schedule information (commuting during off-peak hours), etc.
- E-mail Content
- Point-of-Purchase Informational Displays
- Promotional Items
- Advertising Components which may include:
 - Print Ads
 - Radio Spots
 - Billboards
 - Bus Tails
 - Vehicle Wraps
 - Web Banner Ads
 - On-facility Banners and Signage

Stakeholder Communications and Outreach

Alameda CTC will need to schedule presentations at city council meetings in cities whose residents use I-580, so that mayors, city council members and local staff have full knowledge and understanding of the project and are prepared to answer questions posed by constituents. This should be done well in advance of the project opening and can begin in early 2014.

Of course, Alameda CTC will need to tightly coordinate its outreach efforts with MTC throughout the project. MTC is currently coordinating the planning and implementation of more than 500 miles of Express Lanes in the Bay Area and has already obtained substantial relevant information, including a fairly extensive environmental justice outreach which included interviews and focus groups.

By continuing to work closely with MTC and BATA, Alameda CTC can be sure to incorporate their knowledge base and adopt already discovered best practices in order to achieve:

- Smooth operations (including trying to limit the volume and wait times at BATA's call center)
- Safe and proper use of the lanes
- Minimum violation and enforcement issues

Community Outreach

As a cornerstone of marketing efforts, Alameda CTC will need to utilize its robust community outreach team to reach potential customers where they live, work and play. This team, or an identified community liaison, will need to develop and manage the day-to-day activities of a grassroots effort to support the opening of the Express Lanes and have extensive knowledge of the lanes as well as FasTrak. Additionally, this team will represent the project and serve as a point of contact, give presentations in the community and respond to requests for information. The components of the community outreach program can include the following:

- Master Schedule – A master schedule of speaking engagements, community events and other outreach opportunities can be developed and maintained. This schedule should be coordinated with any earned media program. The Alameda CTC community outreach team should proactively reach work to fill this schedule month by month and week by week.
- Speakers Bureau – Alameda CTC can operate a Speakers Bureau using consultant resources as needed. Opportunities to speak to employer and community groups in both Alameda and San Joaquin counties should be identified. If an Alameda CTC speaker is not available, presentations should be given by the community liaison.
- Participation at Community Events – Alameda CTC needs to continue to be visible at as many events and opportunities as possible. Incorporating demonstrations of transponder usage and advance sign-ups for FasTrak toll tags could help generate buzz and lay groundwork for a solid transponder base prior to the Express Lanes opening.

- Public Participation Requirements – Project Open Houses and Public Meetings should be added to the Community Outreach program as needed if any public participation requirements exist.

Employer Outreach

Employers in the target market areas represent a major stakeholder group, as they have influence with both local government agencies and their own employees. Developing employer support will speed up early FasTrak account openings and Express Lanes usage. In order to reach this audience, Alameda CTC will need to expand its existing database of major employers in the area along with important characteristics that will assist in reaching potential Express Lanes users. Additionally, Alameda CTC can work closely with MTC's 511 Regional RideShare program to reach the employer audience, and can utilize existing communications channels to reach users of the Guaranteed Ride Home program.

This database entails a comprehensive list of mid-size (100–500 employees) to large (500+ employees) employers along the I-580 project corridor and east into San Joaquin County. The results of the license plate capture survey should drive the geographic focus of the employer outreach.

The data gathered on each employer should including the following:

- Company name, business type, number of employees, relevant employment characteristics (such as full-time vs. part-time, unions, shifts), etc.
- Key contact name and title for this program (e.g., Human Resource Director, Benefits Manager, Facilities Director, CEO, COO and Property Management firm, if applicable)
- Name of business park and at least two neighboring companies
- Local food court or lunch establishments (for potential flyer distribution or other outreach activities)
- Local chamber or business association name and membership status.
- Commute resources: transit accessibility, nearest I-580 on-ramp and Park and Ride lot(s), Bike to Work paths, vanpool and rideshare amenities
- Commuter benefits offered, if any, including benefits related to Regulation 14, Rule 1: The Bay Area Commuter Benefits Program

After the database is complete, Alameda CTC should conduct an employer situational analysis of the I-580 corridor. This would entail developing a summary and description of the following so as to understand talking/message points and issues that businesses, commuters and residents experience within the corridor.

- An overview of the biggest and highest priority employers and most active companies in local issues, especially traffic
- Traffic congestion, road construction, bottlenecks, timely delivery of goods and related topics identified in any research

- Employer and employee perceptions about the strengths, weaknesses, opportunities and threats facing the installation of the I-580 Express Lanes
- Other timely topics

Preliminary research identified the following top five employers in Pleasanton:

<u>Company</u>	<u>Employees</u>
Kaiser Permanente	3,974
Safeway	3,225
Workday Incorporated	1,699
Oracle	1,479
Pleasanton Unified School District	1,272

Top five employers in Livermore:

<u>Company</u>	<u>Employees</u>
Lawrence Livermore National Laboratory	8,750
Valley Care Health System	1,300
Livermore Valley Joint Unified School District	1,120
Comcast	1,000
Sandia National Laboratory	910

Top five employers in Tracy:

<u>Company</u>	<u>Employees</u>
Safeway Distribution Center	2,000
Tracy Unified School District	1,600
Defense Distribution Depot San Joaquin	1,375
Deuel Vocational Institute	1,300
Sutter Tracy Community Hospital	568

Then, Alameda CTC will conduct outreach to establish partnerships with individual employers. Usually this process begins one year in advance of the opening of the Express Lanes to ensure relationships are fully established by the time the lanes open. In this case, Alameda CTC should begin as soon as early 2014, since there are several planned transportation improvement projects scheduled in the near future which would benefit from the word of mouth generated by these employer relationships. This process can begin with identifying any existing relationships with employers in the area, then moving on to high-priority targets. The goals of these partnerships would include:

- Identify, prioritize and define the role of employer partners. Educate them on what can they do to help ensure a safe and easy transition to new transportation options in their corridor.
- Promote the value and benefits of partnering with Alameda CTC in order to educate their employees about existing and planned projects and events. These benefits may

include less employee commute time, less commute stress, easier accessibility to local projects/meetings, etc.

- c) Facilitate and standardize partnership strategies for ongoing communication and feedback between Alameda CTC and employer partners.

Earned Media and Special Events

Marketing and public outreach for the I-580 Express Lanes will include a very active earned media and special events program. This program is designed to raise awareness and educate motorists in the marketing area about Alameda CTC's role in transportation improvements in the corridor, the success of the I-680 Express Lanes, construction milestones, the new I-580 Express Lanes project—and to promote the benefits of managed lanes throughout the Bay Area. The program must be carried out in tight coordination with the public affairs staff of the MTC, particularly John Goodwin and Randy Rentchler.

Bay Area news outlets have previously responded well to transportation stories, so the I-580 Express Lanes should expect good coverage for briefings, construction updates, explanation of enforcement, introduction of signs and striping, project kickoff and other milestones.

Alameda CTC will need to develop a News Bureau approach to develop and prepare spokespersons, both staff or Board members; provide one-to-one briefings with reporters; project tours for reporters; a steady stream of news releases to local media; and a series of special events designed to highlight and promote the planned media messages leading up to the opening and launch of the 580 Express Lane project. Materials for the News Bureau include:

Press Kit – Create an informational press kit as a message platform for the educational effort, which provides factual, up-to-the minute information about the project. The press kit should include the following items: a fact sheet, an FAQ, maps of I-680 and I-580, infographics of both projects, an entry and exit informational handout, an informational video, logos and graphics. The press kit should be made available online through the project website.

Media List – Revisit and develop the list of more than 40 local and regional media organizations, including TV, radio, daily newspapers, community papers and blogs. Special attention should be paid to the *San Francisco Chronicle*, Bay Area Newspaper Group (in particular transportation writer Gary Richards, the region's preeminent traffic reporter), and local radio traffic reporters. Because many I-580 drivers originate in the San Joaquin Valley, media lists will be broadened beyond Bay Area outlets to include news outlets in Tracy, Sacramento, Stockton, Modesto, etc., as well as local student publications.

Press Releases – Develop a schedule of press releases to distribute information throughout the project timeline to news organizations in the Bay Area and Central Valley. Topics should include:

- Alameda CTC's role in transportation improvements in the area
- Transportation and construction project announcements, milestones and completions
- Bay Area Regional Express Lanes Network plans and vision
- The success of the 680 Express Lanes – tied to milestones in usage or anniversary dates
- Opening date for the 580 Express Lanes announced
- The promotional offer for new customers
- New transponder and lane operations
- Express Lanes opening
- Milestones and key dates thereafter

Community Calendars – Create and continually update calendars with information on what events the Alameda CTC community outreach team will be attending, and distribute them for the months leading up to the opening of the 580 Express Lanes. The calendars should be placed in high-traffic areas in the target market area at such locations as coffee shops, dry cleaners and community bulletin boards.

Special News Events – A series of cornerstone events should be used to highlight progress on the project, to promote the opening and to attract coverage by the local news media. These events should be coordinated with MTC to accentuate the integration of the 580 Express Lanes with the Regional Express Lanes Network and coordinated with the CHP to accentuate safety and enforcement at every opportunity. The events include:

Reporter Briefing – Invite TV, radio and newspaper reporters for a formal announcement of when the Express Lanes would open, and fully describe the electronic toll collection system, highlighting the differences between the I-680 Express Lanes and the new I-580 Express Lanes.

Lane Striping, Signage and Project Tour – A media briefing and project tour featuring Express Lanes Joint Power Authority board members, the CHP and Alameda CTC staff. The purpose of the briefing is to give reporters and news crews a firsthand look at how the new Express Lanes would operate and be enforced, show what new signs drivers will see and describe how continuous access striping would look before the Express Lanes open.

Grand Opening/Kickoff Event – A grand opening kickoff event will be used to officially open the lanes, with a high-ranking elected official serving as the moderator for the event. Government officials, along with CHP, Caltrans, partner transit agencies and Alameda CTC staff should participate in the event. B-roll of the new lane access and striping should be distributed to the television stations to help illustrate their coverage of the lane opening.

As with the I-680 Express Lanes launch, Alameda CTC will need to encourage media outlets to begin coverage early and continue all day. Alameda CTC should expect the Express Lanes Opening Day will be covered extensively starting at 5 a.m. by every TV station in the area. Alameda CTC should plan an afternoon briefing with first-morning statistics, which will be part of the evening news coverage.

Paid Media Strategy Overview

Advertising generally plays a supportive role to any educational and community outreach program, so while funding for such advertising may be limited, there are still some options to consider as the project launch date draws closer:

- Facebook Ads by ZIP Code – Facebook provides the means to reach targeted areas on any type of budget. Area selection can be determined by city name or ZIP Code, and ads can be run until a daily maximum dollar amount is reached. This type of limited, focused advertising would work well when the community outreach teach targets a specific area.
- Patch.com – Similar to Facebook, Patch.com can be used to target specific cities on a limited basis to complement outreach efforts. Patch.com currently has community-specific sites in Livermore, Pleasanton and Brentwood.
- Google Ads by ZIP Code – Again, Google Ads represent an affordable tool that can be used in target areas during specific times.
- Radio – Radio ads have a larger budget attached to them but represent one of the best ways to reach the target audience when they are most likely to be thinking about commuting and traffic on their way to and from work.
- Partnerships or co-advertising with businesses and organizations:
 - AAA has previously partnered with LA Metro during launch of the ExpressLanes and currently advertises 20% off the initial prepaid toll deposit of \$40.
 - WHEELS bus service provides public transportation by the Livermore/Amador Valley Transit Authority to serve the communities of Dublin, Livermore and Pleasanton.
 - Altamont Commuter Express (ACE) provides commuter service from Stockton to San Jose through Pleasanton in the AM and reverse direction in the PM. Trains run on weekdays only.
 - Local malls may also represent possible partnerships.

Advertising

In the event that Alameda CTC decides to augment their communication efforts with traditional advertising, the follow section offers an initial paid media strategy and list of possible media channels.

Paid media marketing strategies include a combination of broad-reaching :30-second and :60-second radio commercials and :10-second and :15-second traffic sponsorships, geo-targeted

out-of-home advertising, and digital ads and local community newspapers in residential communities directly adjacent to the I-580 project area.

Broad-reaching radio

The media strategy with radio utilizes stations that have a strong reach with adults 25–54 and 35+ and household income of \$65K+ to match the demographics of Express Lanes users. The following stations would lend well to reaching both female and male audiences that commute west utilizing I-580 as far east as Livermore and northeast in Rio Vista and Brentwood.

- KIOI Star 101.3 FM
- KOIT 96.5 FM
- KQED Public Radio
- KGO 810AM News
- KNBR Sports AM
- KCBS AM News
- KLLC 97.3 FM

Traffic sponsorships

Total Traffic & Weather Network sponsorships reach a large and high-quality audience in traffic media. Stations in the Total Traffic network include KMEL 106.1, KKSF 103.7, KUFY 98.5, KCNL 104.9, KSJO 92.3, KYLD 94.9, KISQ 98.1 and KIOI 101.3.

:10-second and :15-second sponsorships (within local radio content) will offer the ability to impact commuters with a message that is read in-content separate from the commercial stop-set. Sponsorships are embedded in traffic, news, weather and sports reports.

Outdoor advertising (billboard, bus cards, transit boards, bulletins, and posters)

Out-of-home advertising is an effective way to reach commuters. There are many vendors that can provide bulletins, posters and transit advertising to reach commuters traveling the I-580 or adjacent communities that take on- and off-ramps and service streets as part of their I-580 commute. The following out-of-home vendors can provide mapping of key locations that can target commuters along and adjacent to I-580.

- Titan Media (Transit advertising)
- Lamar Outdoor
- CBS Outdoor
- Clear Channel Outdoor

Print Advertising

Static display ads, inserts and post-its (when available) will provide the opportunity to educate commuters about the changes in a longer format that can be more educational and designed to drive home the messaging points. Print publications can offer community reach in the East Bay such as:

- *The Independent* (Serves Livermore and Pleasanton)
- *Tri-Valley Times*
- *Contra Costa Times*
- *The Record* (Stockton)
- *Tracy Press*
- *Caravan News* (Stockton)
- Business specific for executives, such as *East Bay Business Times*

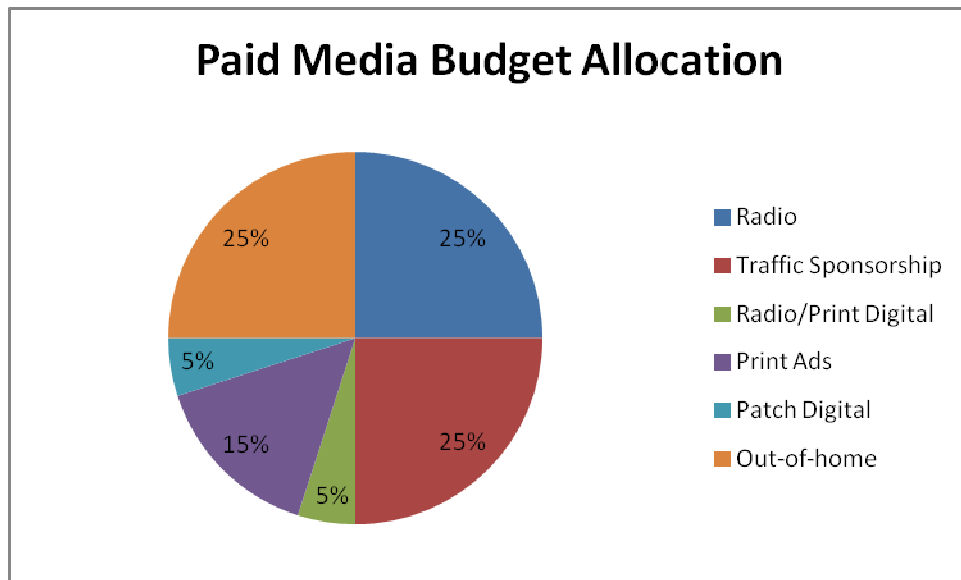
Due to higher cost, we do not recommend advertising in regional papers that reach mass audiences, such as the *San Francisco Chronicle* or *Sacramento Bee*.

Digital Advertising

Geo-targeting communities can be a cost-effective way to reach commuters in the respective areas where they live, particularly with news sites such as SFGate.com. The radio stations outlined above can package digital advertising and streaming to support radio commercials airing. Many print publications have digital opportunities to package with print display ads as well. Additional opportunities may include a stand-alone website such as Patch.com.

Media Budget

It is recommended that the paid media budget be allocated as follows:



Going forward

Marketing the I-580 Express Lanes does not end when the project opens. Other Express Lanes throughout the country, including Alameda CTC's I-680 Express Lanes, have shown steady increases in usage as more and more people learn about the lanes after they open. This process can be accelerated through a well-planned, post-opening component of the marketing plan.

Elements include:

1. New cycles of advertising after 60, 120 and 180 days
2. Earned media surrounding milestones (100,000th customer, six-month progress report, etc.)
3. Launch-Day and success reports to city councils
4. Ongoing e-blasts and communications to subscribers

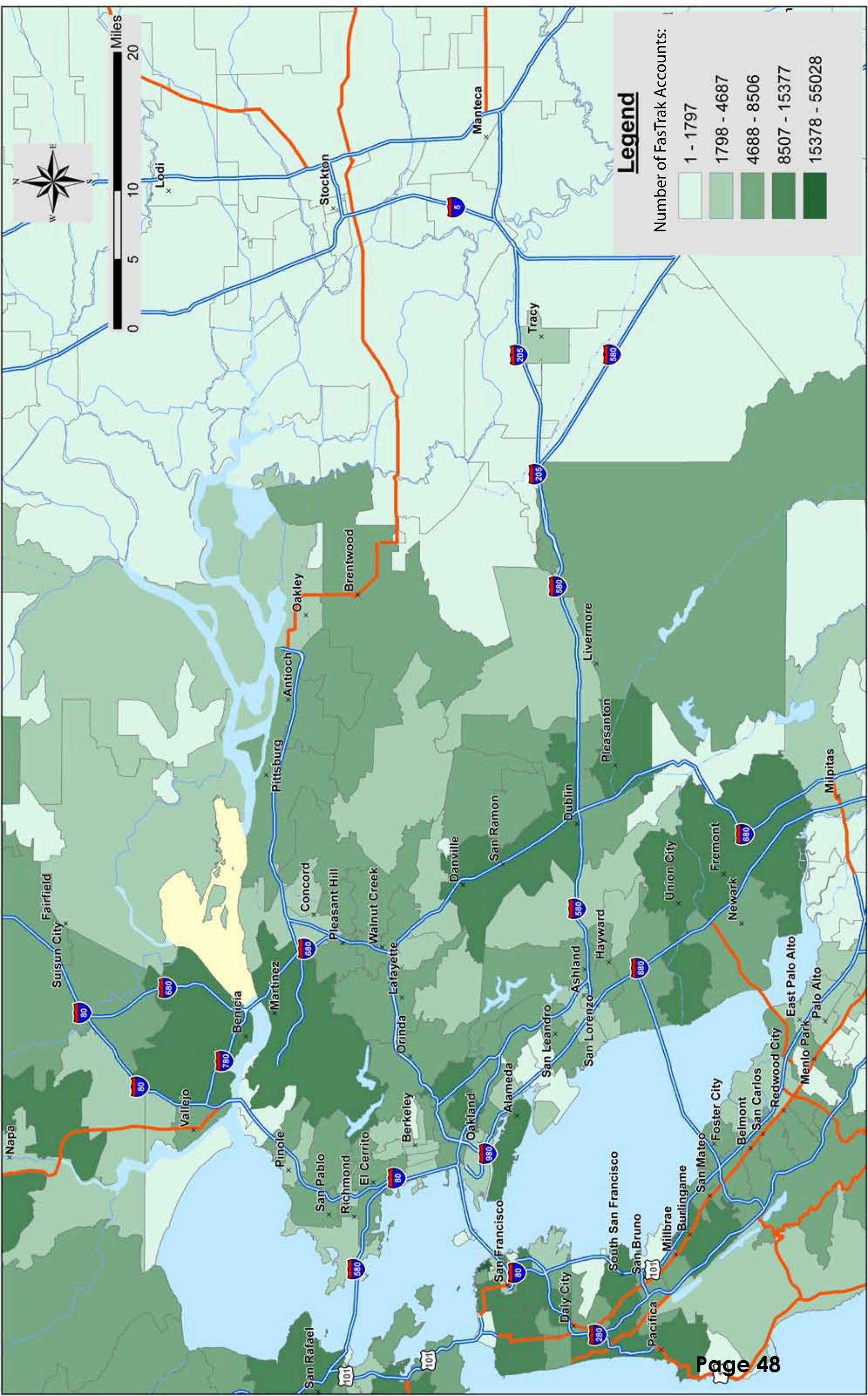
A summary of activities relating to the launch of the I-580 Express Lanes and a conceptual schedule for each element of the Marketing Plan are listed in the accompanying spreadsheet. Additionally, a map illustrating the locations of current FasTrak account holders by ZIP Code is also attached.

ⁱ Eastbound Trip Distribution by Zip Code on I-580 Between Hacienda Drive and Greenville Road 4-Hour PM Peak, Wilbur Smith Associates, October 2008

ⁱⁱ FasTrak Current Account Holder Locations by Zip Code, BATA, September 2013

ⁱⁱⁱ A Public Opinion Survey of Highway 101 and State Route 85 Drivers, SA|Opinion Research, September 2008

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I-580 Express Lane Policy Committee Meeting Minutes Monday, October 14, 2013, 9:45 a.m.

2.1

1111 Broadway, Suite 800, Oakland, CA 94607 • PH: (510) 208-7400 • www.AlamedaCTC.org

A. Joint Meeting with I-580 Express Lane Policy Committee

A.1 Convene meeting with I-580 Express Lane Policy Committee

A.2 Roll Call to Confirm Quorum

A.3 I-580 Express Lane Projects Workshop: Concept of Operations Review

Kanda Raj introduced the I-580 Express Lane Projects Workshop. Tess Lengyel reviewed toll policies and business rules in regards to the toll lane operations. She highlighted the toll ordinances, rate plans and occupancy requirements. Ramsey Hissan reviewed business rules specifically collection method, access type, pricing and charging practices, toll waivers/reductions, modes of operation and roles and responsibility, occupancy and toll violation enforcement.

Commissioner Haggerty wanted more information on the peak rates. Arun Goel stated that we hit the \$7.50 maximum rate during the morning peak, which was 9:15 a.m in the month of August.

Commissioner Haggerty wanted to know if staff had an in depth conversation with CHP in regards to toll violation and switchable tags. Kanda stated that staff has been in constant contact with the CHP and CHP has provided assurances for the toll enforcement.

Commissioner Haggerty stated that the I-580 express lane and I-680 lanes need to be designed as similar as possible to ensure there is no confusion among drivers on the highways. Art stated that staff is working diligently to make sure that all lanes operate seamlessly from a design perspective.

Commissioner Miley stated that the public outreach piece needed to start sooner and the committee is interested in seeing the public response. Tess stated that the RFP will be brought to the committee to do the performance of outreach and public education next month.

Commissioner Harrison wanted to know how drivers would obtain the switchable tags. Kanda stated that MTC will be issuing switchable tags for HOV users.

Commissioner Marchand wanted to know when we will have the revenue study done. Kanda stated that an independent audit is being done and will be brought back to the committee by spring of next year.

This Item was for information only.

A.5 Recess Joint Meeting

1. Public Comment

There were no public comments.

2. Consent Calendar

2.1. September 9, 2013 I-580 PC Meeting Minutes

2.2. I-580 Corridor High Occupancy Vehicle Lane Projects (PN 720.5/724.4/724.5): Monthly Progress Report

2.3. I-580 Express (HOT) Lane Projects (PN 720.4/724.1): Monthly Progress Report

Commissioner Miley motioned to approve the Consent Calendar. Commission Thorne seconded the motion. The motion passed unanimously.

3. Committee Member Reports (Verbal)

There were no committee member reports.

4. Staff Reports (Verbal)

There were no staff reports.

5. Adjournment/ Next Meeting

The meeting adjourned at 10:50 a.m. The next meeting is:

Date/Time: Monday, November 4, 2013 @9:30 a.m.

Location: Alameda CTC Offices, 1111 Broadway, Suite 800, Oakland, CA 94607

Attested by:

A handwritten signature in blue ink, appearing to read 'Vanessa Lee', is written over a horizontal line.

Vanessa Lee,
Clerk of the Commission



Memorandum

2.2

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

DATE: October 28, 2013

SUBJECT: I-580 Corridor High Occupancy Vehicle Lane Projects (PN 720.5 / 724.4 / 724.5): Monthly Progress Report

RECOMMENDATION: Receive a monthly status update on the I-580 Corridor High Occupancy Vehicle Lane Projects.

Summary

The Alameda CTC is sponsoring the I-580 Corridor High Occupancy Vehicle (HOV) Lane Projects along the I-580 corridor in the Tri-Valley. This monthly progress report is intended to provide a status update of the various projects currently underway in the corridor. This item is for information only.

Background

The Alameda CTC is the sponsor for the I-580 Corridor High Occupancy Vehicle (HOV) Lane Projects which include HOV lanes in the Eastbound and Westbound directions between Pleasanton and Livermore. The projects provide increased capacity, safety and efficiency for commuters and freight along the primary corridor connecting the Bay Area with the Central Valley. In its role as project sponsor, the Alameda CTC has been working in partnership with Caltrans, the Metropolitan Transportation Commission (MTC), Alameda County, and the cities of Livermore, Dublin, and Pleasanton to deliver the projects.

The I-580 Corridor HOV Lane Projects will be completed with the construction of three final projects in the Livermore Valley (two westbound HOV segments and one eastbound auxiliary (AUX) lanes project). All of these projects are currently in construction and are being administered by Caltrans. Construction activity began in March 2013 and the project partners held a groundbreaking ceremony in June 2013.

Attached for the Committee's review are the September 2013 progress reports for the I-580 Eastbound HOV Lane Project (Segment 3 Aux Lanes) and the I-580 Westbound HOV Lane Project (Segments 1 and 2).

Fiscal Impact: There is no fiscal impact.

Attachments

- A: I-580 Eastbound HOV Lane Project Monthly Progress Report (PN 720.5)
- B: I-580 Westbound HOV Lane Projects Monthly Progress Report (PN 724.4/724.5)
- C: I-580 Corridor HOV Lane Projects – Location Map

Staff Contact

[Stewart Ng](#), Deputy Director of Programming and Projects

[Stefan Garcia](#), Project Controls Team

ATTACHMENT A
I-580 Eastbound HOV Lane Project (PN 720.5)
Monthly Progress Report
Through October 1, 2013

PROJECT DESCRIPTION

The Eastbound I-580 HOV Lane Project is completing one final construction segment, Segment 3 Auxiliary (AUX) Lanes, between Hacienda Drive and Greenville Road. The Project scope includes:

- Construction of auxiliary lanes from Isabel Avenue to First Street;
- Pavement width necessary for a double express / high occupancy toll (HOT) lane facility;
- Final lift of asphalt concrete (AC) pavement and striping for entire eastbound project limits from Hacienda Drive to Portola Avenue;
- The soundwall that was deleted from the I-580/Isabel Avenue Interchange Project; and,
- The widening of two bridges at Arroyo Las Positas in the eastbound direction.

CONSTRUCTION STATUS**Traffic Handling & Night Work**

Construction activities include both day and night work. Significant work is involved in rehabilitating the existing pavement which requires closing traffic lanes; however, no complete freeway closures are anticipated. Due to heavy daytime traffic volumes, closing traffic lanes in the daytime is not feasible. For this reason, pavement rehabilitation work can only be done during nighttime hours. Night work will include setting lane closures and shifting traffic lanes (placement of safety barrier (k-rail) and striping work), existing pavement rehabilitation work (crack and seat, slab replacement and overlay) and electrical work. Caltrans lane closure charts permit the contractor to perform this work at night between 9pm and 4am. Work behind k-rail and all bridge work is expected to occur during day time hours.

Construction Challenges

Alameda CTC staff is working in close coordination with Caltrans to implement the project within limited funding. Challenges and managed risks for this project include:

- Bird Nesting on structures and in adjacent field areas
- Completion of work in the Arroyo Las Positas in the 2013 season
- Installation of future HOT Lane components to facilitate HOT Lane completion

Completed Activities – 30% of the contract work was completed as of 9/20/13

Construction activities began in April 2013. Work completed to date includes:

- Las Positas Creek (EB and WB) bridge widening
- Installation of bird exclusion measures at bridge locations
- Widening of major box culvert at Arroyo Seco and modification of drainage facilities
- Several retaining walls

Ongoing & Upcoming Activities

Caltrans maintains a project website

(<http://www.dot.ca.gov/dist4/projects/i580wbhov/>) and conducts public information and outreach efforts in cooperation with Alameda CTC. Ongoing and upcoming work activities include:

- Construct and backfill remaining retaining walls
- Winterization measures project-wide

FUNDING AND FINANCIAL STATUS

The I-580 Eastbound HOV Project is funded through federal, state and local funds.

Funding Plan – SEGMENT 3

Project Phase	Funding Source (\$ x million)						Total
CMIA	RM2	TVTC	FED	SHOPP	Meas. B		
PA&ED					0.02		0.02
PS&E		1.72	1.30	0.23			3.25
ROW		0.17	0.08			0.28	0.53
Construct Cap	17.87	2.20	0.14		4.69	6.57	31.47
Construct Sup	2.53	1.12	0.10			0.71	4.46
Total	20.40	5.21	1.62	0.23	4.69	7.58	39.73
Total Project Cost: \$39.7M							

SCHEDULE STATUS

The EB Auxiliary Lane project between Hacienda Drive and Greenville Road was advertised on July 9, 2012; bids were opened on October 5, 2012. Caltrans awarded the contract to OC Jones & Sons (with a bid 6.33% below the Engineer's Estimate) on November 16, 2012. Construction is planned to complete in late 2014.

Project Approval	December 2011 (A)
RTL	May 2012 (A)
CTC Vote	May 2012 (A)
Begin Construction (Award)	November 2012 (A)
End Construction	November 2014 (T)

ATTACHMENT B
I-580 Westbound HOV Lane Projects (PN 724.4/724.5)
Monthly Progress Report
Through October 1, 2013

PROJECT DESCRIPTION

The Westbound I-580 HOV Lane Project includes three segments:

- **SEGMENT 1** – WB HOV Eastern Segment from Greenville Road to Isabel Avenue.
- **SEGMENT 2** – WB HOV Western Segment from Isabel Avenue to San Ramon Road.
- **SEGMENT 3** – Bridge widening at Arroyo Las Positas Creek. This work is included in the construction contract for the EB HOV Lane Project (see Attachment A).

CONSTRUCTION STATUS – SEGMENTS 1 & 2

Traffic Handling & Night Work

Construction activities include both day and night work. Significant work is involved in rehabilitating the existing pavement which requires closing traffic lanes; however, no complete freeway closures are anticipated. Due to heavy daytime traffic volumes, closing traffic lanes in the daytime is not feasible. For this reason, pavement rehabilitation work can only be done during nighttime hours. Night work will include setting lane closures and shifting traffic lanes (placement of safety barrier (k-rail) and striping work), existing pavement rehabilitation work (crack and seat, slab replacement and overlay) and electrical work. Caltrans lane closure charts permit the contractor to perform this work at night between 9pm and 4am. Work behind k-rail and all bridge work is expected to occur during daytime hours.

Construction Challenges

Alameda CTC staff is working in close coordination with Caltrans to implement the project within limited funding. Challenges and managed risks for the project include:

SEGMENT 1 (Eastern Segment)

- Installation of future HOT Lane components to facilitate HOT Lane completion
- Additional widening of the North Livermore Avenue structure to accommodate HOT Lane width requirements
- New retaining wall to account for recent, accelerated erosion within the Arroyo Seco Creek adjacent to the widening necessary for westbound lanes
- Coordination of concurrent work with ongoing Caltrans projects in the area to reduce cost
- Bird Nesting on structures and in adjacent field areas
- Revision of pavement slab replacement locations to prioritize in areas most in need

SEGMENT 2 (Western Segment)

- Installation of future HOT Lane components to facilitate HOT Lane completion
- Elimination of a retaining wall to reduce project cost
- Changes to the pavement cross section to reduce project cost
- Bird Nesting on structures and in adjacent field areas

- Revision of pavement slab replacement locations to prioritize in areas most in need

Completed Activities

Construction activities began in March 2013. Work completed to date includes:

SEGMENT 1 (Eastern Segment) – 20% of the contract work was completed as of 9/20/13

- Bridge widening at Arroyo Las Positas (2 locations)
- Arroyo Seco culvert extension
- Construct major drainage facilities (e.g. double box culvert)
- Concrete pavement slab replacements
- Temporary striping, shift traffic lanes and placement of k-rail on outside shoulder from Greenville to Airway

SEGMENT 2 (Western Segment – 31% of the contract work was completed as of 9/20/13

- Stage 1 median widening from Airway to Hacienda
- BART Barrier modifications
- Temporary striping, shift traffic lanes and placement of safety barrier (k-rail) to allow for Stage 2 outside widening
- Bridge widening at Dougherty Undercrossing near Dublin BART station
- Bridge widening at Tassajara Creek

Ongoing & Upcoming Activities

Caltrans maintains a project website

(<http://www.dot.ca.gov/dist4/projects/i580wbhov/>) and conducts public information and outreach efforts in cooperation with Alameda CTC. Ongoing and upcoming work activities include:

SEGMENT 1 (Eastern Segment)

- Excavate and construct retaining walls and soil nail walls
- Bridge widening at North Livermore Avenue
- Soundwall construction at Vasco Road
- Winterization measures project-wide

SEGMENT 2 (Western Segment)

- Precast concrete pavement slab replacements are in progress
- Stage 2 outside widening
- Winterization measures project-wide

FUNDING AND FINANCIAL STATUS

The I-580 Westbound HOV Lane Project is funded through federal, state and local funds available for the I-580 Corridor. The total project cost is \$143.9M, comprised of programmed (committed) funding from federal, state and local sources.

Funding Plan – SEGMENT 1 (Eastern Segment)

Project Phase	Funding Source (\$ x million)							Total
	CMIA	RM2	TCRP	FED	SHOPP	Meas. B	TVTC	
Scoping		0.53	0.04					0.57
PA&ED		4.38						4.38
PS&E		2.29	0.11	0.15		1.69	0.42	4.66
ROW		1.16				0.04		1.20
Utilities		0.32						0.32
Const Cap	35.34		5.92	6.19	13.54	1.60		62.59
Const. Sup	6.52		1.59			1.08		9.19
Total	41.86	8.68	7.66	6.34	13.54	4.41	0.42	82.91
Total Project Cost: \$82.9M								

Funding Plan – SEGMENT 2 (Western Segment)

Project Phase	Funding Source (\$ x million)							Total
	CMIA	RM2	TCRP	FED	SHOPP	Meas. B	TVTC	
Scoping		0.36	0.02					0.38
PA&ED		2.92						2.92
PS&E		1.53	0.07	0.10		1.12	0.28	3.10
ROW		0.77				0.03		0.80
Utilities		0.21						0.21
Const Cap	33.73		2.49		9.61	0.10	0.30	46.23
Const. Sup	6.75					0.58		7.33
Total	40.48	5.79	2.58	0.10	9.61	1.83	0.58	60.97
Total Project Cost: \$61.0M								

SCHEDULE STATUS

SEGMENT 1 (Eastern Segment):

The Westbound HOV Eastern Segment from Greenville Road to Isabel Avenue was advertised on July 16, 2012 and bids were opened on September 19, 2012. Caltrans awarded the contract was awarded to Ghilotti Construction Company, Inc. (with a bid

16.33% below Engineer's Estimate) on November 20, 2012. Construction is planned to complete in 2015.

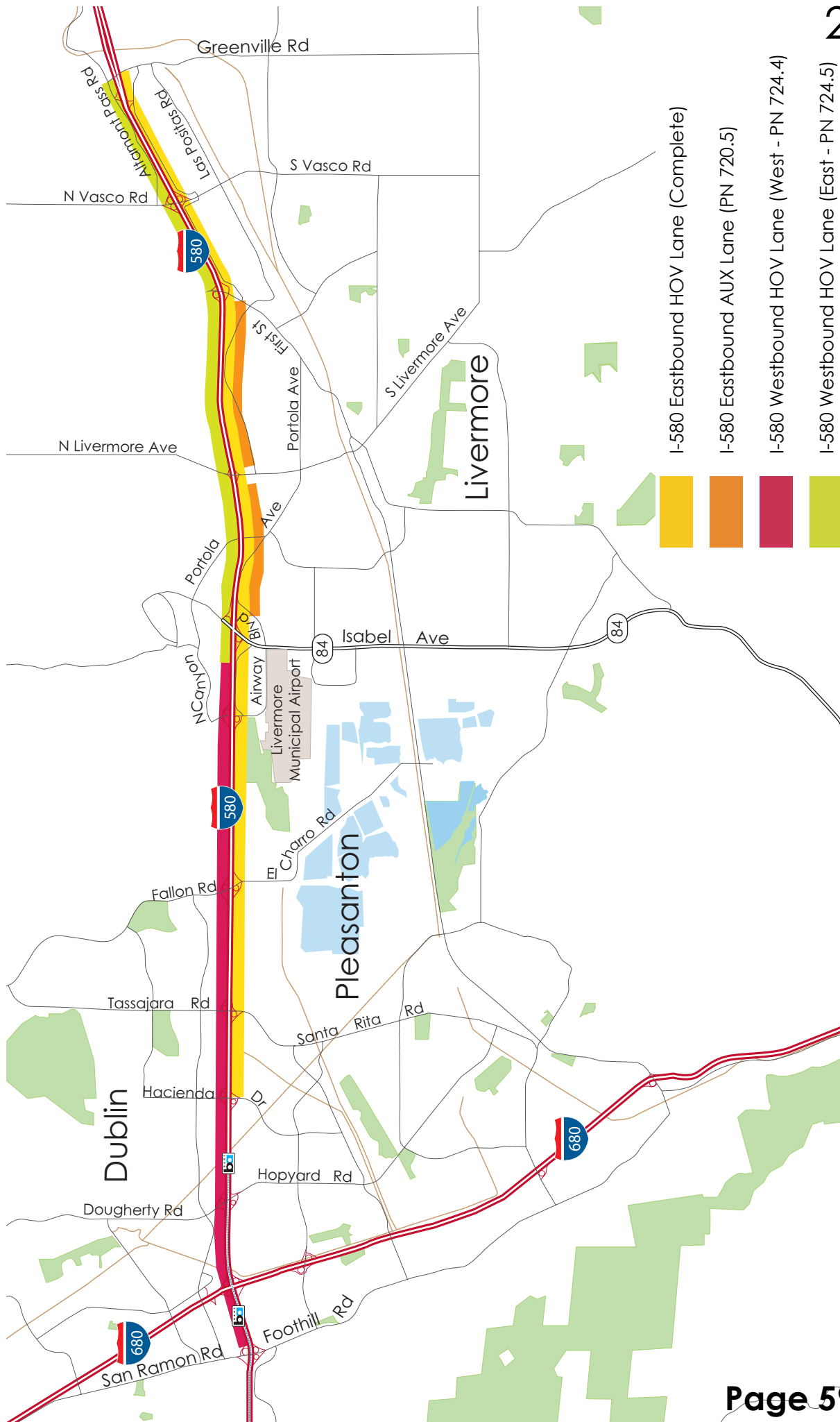
Project Approval	January 2010 (A)
RTL	May 2012 (A)
CTC Vote	May 2012 (A)
Begin Construction (Award)	November 2012 (A)
End Construction	June 2015 (T)

SEGMENT 2 (Western Segment):

The Westbound HOV Western Segment from Isabel Avenue to San Ramon Road was advertised on June 25, 2012 and bids were opened on August 29, 2012. Caltrans awarded the contract to DeSilva Gates Construction (with a bid 23.32% below Engineer's Estimate) on October 29, 2012. Construction is planned to complete in late 2014.

Project Approval	January 2010 (A)
RTL	April 2012 (A)
CTC Vote	April 2012 (A)
Begin Construction (Award)	October 2012 (A)
End Construction	November 2014 (T)

I-580 Corridor HOV Lane Projects - Location map



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Memorandum

2.3

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

DATE: October 28, 2013

SUBJECT: I-580 Express Lane Projects (PN 720.4 / 724.1): Monthly Progress Report

RECOMMENDATION: Receive a monthly status update on the I-580 Express Lane Projects.

Summary

The Alameda CTC is sponsoring the Express Lane Projects along the I-580 corridor in the Tri-Valley. The Eastbound I-580 Express High Occupancy Toll (HOT) Lane Project will convert the newly constructed eastbound High Occupancy Vehicle Lane (HOV) lane, from Hacienda Drive to Greenville Road, to a double express lane facility. The I-580 Westbound Express (HOT) Lane Project will convert the westbound HOV lane (currently under construction) to a single express lane facility from west of Greenville Road to west of the San Ramon Road/Foothill Road Overcrossing in Dublin/Pleasanton.

A Categorical Exemption/Exclusion (CE) for the westbound direction was approved on August 2, 2013. An Initial Study/Environmental Assessment (IS/EA) for the eastbound direction is forecast for completion in February 2014. These projects are scheduled to start construction immediately after the east and west segments of the I-580 Westbound HOV Lane and I-580 Eastbound Auxiliary Lane Projects are completed in 2014. These HOV lane projects will widen the freeway to provide the width needed for the express lane projects. The I-580 Eastbound and Westbound Express Lane civil construction contract will construct the necessary infrastructure, such as signing, sign gantries for dynamic messaging and toll reading, electrical conduit for connecting power and communication sources, and striping to accommodate the express lanes. The System Integrator contractor will install the required communication equipment and software. The express lane facility will be open for use in 2015.

For detailed information on project funding, schedule and status of the Eastbound I-580 Express (HOT) Lane Project, Westbound I-580 Express (HOT) Lane Project and System Integration activities, see Attachments A, B and C of this report.

Background

Delivery Strategy

I-580 Eastbound Express (HOT) and I-580 Westbound Express (HOT) Projects will be combined into one construction project. This will reduce bid advertising and construction support costs and minimize potential conflicts with two contractors performing work within the same project limits and median of the highway.

Staff has issued four Contract Change Orders (CCO's) to the on-going construction contracts (I-580 Westbound HOV, I-580 Eastbound Auxiliary Lane and Freeway Performance Project) along I-580 to incorporate some scope elements for the express lane project. Staff is working with Caltrans to identify additional scope elements that can be incorporated via CCO's to the above mentioned contracts. The benefit of this approach is to avoid working in the environmentally sensitive area, minimize additional traffic disruptions to the traveling public and reduce or eliminate re-work. Items included in already issued CCOs and under consideration to be included in the potential future CCOs include:

- Electrical Conduit – across and along I-580
- Service and controller cabinets
- Striping – stripe to final HOT configuration
- Install K-rail along median at sign locations

“Near Continuous” Access Configuration Status

Staff is currently moving forward with the concept of a “near continuous” (aka “more open”) access configuration in lieu of “limited” access for the express lanes on the I-580 corridor. The “near continuous” access configuration would eliminate the two foot buffer between the express lane and the general purpose lanes except at “hot spots” or “safety zones” such as between Hacienda and Fallon Road (eastbound) and Hacienda and I-680 (westbound). The project team is working on refining the traffic operations analysis for the eastbound direction for a “near continuous” access configuration. This process has required more work and time than originally anticipated; which will result in a delay in completion of the environmental phase of the eastbound project until approximately February 2014. The construction start date will not be delayed and is scheduled to start in fall 2014.

Fiscal Impact: There is no fiscal impact.

Attachments

- A: I-580 Eastbound Express (HOT) Lane Project Monthly Progress Report
- B: I-580 Westbound Express (HOT) Lane Project Monthly Progress Report
- C: I-580 Express (HOT) Lanes System Integration Monthly Progress Report
- D: I-580 Corridor Express Lane Projects – Location Map

Staff Contact

[Stewart Ng](#), Deputy Director of Programming and Projects

[Gary Sidhu](#), Project Controls Team

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ATTACHMENT A

I-580 Eastbound Express (HOT) Lane Project

Monthly Progress Report Through October 31, 2013

PROJECT DESCRIPTION

The Eastbound I-580 Express (HOT) Lane Project will convert the newly constructed eastbound HOV lane, from Hacienda Drive in Dublin/Pleasanton to Greenville Road in Livermore, to a double express lane facility.

PROJECT DELIVERY STATUS

The Environmental Phase for this project is underway as follows:

- Environmental studies are complete and the Initial Study and Environmental Assessment (IS/EA) is drafted and ready to circulate pending updating for changes to address “near continuous” access alternative and Caltrans approval of the Traffic Operational Analysis Report and Draft Project Report in December 2013. The estimated date of circulation of the draft IS/EA is December 2013. A 30 day public circulation period is required in addition to a public meeting expected in January 2014.
- Staff is working to coordinate with the three I-580 HOV lane projects currently in construction (I-580 Westbound HOV - West Segment, I-580 Westbound HOV - East Segment, I-580 Eastbound HOV Segment 3 - Auxiliary Lanes) to add some express lane elements to the civil projects via contract change order (CCO).

RECENT ACTIVITIES

- Refining traffic studies for “near continuous” access configuration
- Submitted Contract Change Order (CCO) packages to Caltrans for construction implementation
- Submitted 65% Plans, Specifications & Estimate (PS&E) for Caltrans review
- Executed construction cooperative agreements for CCO implementation
- Preparing ETC Contract Amendment
- Submitted revised Concept of Operations & System Engineering Management Plan documents to Caltrans and FHWA for final approval

UPCOMING ACTIVITIES

- Final Concept of Operations document approved by FHWA – target November 2013
- Address Caltrans comments on 65% PS&E review and prepare 95% PS&E – target December 2013
- Finalize Traffic Study refinements – target December 2013
- Finalize Draft Project Report – target December 2013
- Circulate the Draft IS/EA for 30 day public comment – target December 2013
- Public informational meeting - target January 2014

- Working toward environmental clearance and project approval by Caltrans and the Federal Highway Administration – target February 2014

POTENTIAL ISSUES/RISKS

- Schedule impacts –additional project delays to the environmental phase due to refinement of traffic analysis for “near continuous” access configuration and final agreement on the Design Exceptions. The delay in environmental phase is not expected to have any effect on construction start which is scheduled in 2014.

FUNDING AND FINANCIAL STATUS

See Attachment C for combined project funding and financial status.

SCHEDULE STATUS

I-580 Eastbound Express (HOT) Lane Project Schedule:

Project Approval	February 2014
RTL	June 2014
Begin Construction	September 2014
End Construction (Civil and System Integrator)	November 2015

ATTACHMENT B
I-580 Westbound Express (HOT) Lane Project
Monthly Progress Report
Through October 31, 2013

PROJECT DESCRIPTION

The I-580 Westbound (HOT) Lane Project will convert the planned westbound HOV lane to a single express lane facility from west of the Greenville Road Undercrossing in Livermore to west of the San Ramon Road / Foothill Road Overcrossing in Dublin / Pleasanton, a distance of approximately 14 miles.

PROJECT DELIVERY STATUS

- Traffic studies are complete and the Traffic Operational Analysis Report (TOAR) has been approved by Caltrans
- The environmental document, a Categorical Exemption (CE), has been approved
- Staff is working to coordinate with the three I-580 HOV lane projects currently in construction (I-580 Westbound HOV - West Segment, I-580 Westbound HOV - East Segment, I-580 Eastbound HOV Segment 3 - Auxiliary Lanes) to add some express lane elements to the civil projects via contract change order (CCO).

RECENT ACTIVITIES

- The environmental document, a Categorical Exemption (CE), was signed on August 2, 2013
- Traffic Operational Analysis Report (TOAR) approved by Caltrans
- CCO packages submitted to Caltrans for construction implementation
- Construction Cooperative Agreement amendments and new cooperative agreements executed to implement CCO work
- Submitted 65% PS&E for Caltrans review
- Initiated development of a new contract with ETC
- Executed High Profile Project Agreement

UPCOMING ACTIVITIES

- Address Caltrans comments on 65% PS&E review and prepare 95% PS&E – target December 2013
- Final Concept of Operations document approved by FHWA – target November 2013

FUNDING AND FINANCIAL STATUS

See Attachment C for combined project funding and financial status.

SCHEDULE STATUS

I-580 Westbound Express (HOT) Lane Project Schedule:

Project Approval	August 2013
RTL	June 2014
Begin Construction	September 2014
End Construction (Civil and System Integrator)	November 2015

ATTACHMENT C
I-580 Express (HOT) Lanes Systems Integration
Monthly Progress Report
Through October 31, 2013

SYSTEM INTEGRATION SCOPE DESCRIPTION

The I-580 Express Lane civil contract will construct the necessary infrastructure, such as signing, sign gantries for dynamic messaging and toll reading, electrical conduit for connecting power and communication sources, and pavement striping to accommodate express lanes. The System Integrator will include tolling hardware design and software development, factory testing of design, equipment and system installation, and road geometry and toll system integration. It will also consist of field testing of the toll equipment and all subsystems including the interfaces to the BATA Regional Customer Service Center and Caltrans prior to implementing the new express lanes.

Detailed Discussion

The systems integration focuses on the most recent technologies including software, hardware and traffic detection that will be deployed to optimize the existing corridor capacity in order to effectively manage the current and forecasted traffic in the corridor. The system integrator, however, will continue to own the software while the implementing agency will pay for a license to allow for the usage of the toll integrator's software.

Project toll system integrator, the ETC Corporation has been revising the system design to support the "near continuous" access configuration in both directions of I-580. The "near continuous" concept provides additional access opportunities while reducing the foot-print required for implementing a shared express/general purpose lane facility. In addition, it looks and feels similar to an HOV facility and, therefore, would expect to provide driver familiarity.

Project Geometry and Electronic Toll System Design

The latest version of the express lanes concept proposes the following:

In the eastbound I-580 direction:

- Buffer separated single-lane HOV/Express Lane will be installed from Hacienda Drive to Fallon Road
- Continuous access dual-lane HOV/Express Lane will be installed from Fallon Road to west of Vasco Road
- Continuous access single-lane HOV/Express Lane will be installed from west of Vasco Road to Greenville Road

In the westbound I-580 direction:

- Continuous access single-lane HOV/Express Lane will be installed from Greenville Road to Hacienda Drive

- A buffer separated single-lane HOV/Express Lane will be installed from Hacienda Drive to the I-580/I-680 Interchange

PROJECT STATUS

Concept of Operations/System Engineering Management & Enforcement Plans

CDM Smith staff updated the Concept of Operations (Con Ops) Plan and the System Engineering Management Plan (SEMP) to reflect the changes described above. These plans outline the engineering process, the testing process, QA/QC guidelines, toll maintenance and operations requirements, and communication network requirements. Both these documents have been submitted to Caltrans and FHWA after addressing their comments. FHWA approval expected in November 2013.

Software and hardware design

ETC staff has been revising the Detailed Design Document (DDD) for the software and hardware development based on deploying a “near continuous” access express lane system. The system designers are in the process of assessing the communication network and electrical power needs. ETC staff will then complete the system design, perform a series of factory and field tests and work with the agency staff to validate its hardware and software design, prior to opening the new express lanes facility.

Toll Pricing and Rate Publishing

As discussed in previous meetings, for practical purposes and to curtail toll violation, a zone-based tolling has been included in design to effectively support the “near continuous” access configuration. The zone-based toll rates will be displayed to patrons via the Dynamic Message Signs.

Toll Antennas, Readers and Violation Enforcement Subsystem

The toll gantries will be placed at approximately $\frac{3}{4}$ mile intervals. Closely spaced toll antennas and readers will help facilitate a “near continuous” access express lane configuration since it will lead to an effective FasTrak® transponder read. It should also support more effective toll violation enforcement.

As discussed previously, the system design includes an automated toll violation enforcement to effectively manage toll violations in this “near continuous” access express lane facility.

The agency staff is also working to deploy a comprehensive public education/outreach program to support the implementation of a “near continuous” access configuration and the use of switchable transponders, which will be new to Bay Area toll customers.

The Golden Gate Bridge Authority implemented another payment option, payment through pay-by-plate. The user is required to open up an account to pay via their license plate. Our initial assessment indicates that this payment option is likely to encounter challenges since it will be difficult to distinguish the HOV and SOV users in an open/shared express lane facility, unless every vehicle is required to register as either an HOV or SOV vehicle. Staff will continue to evaluate and collaborate with other toll operators and report back to the committee on whether or not the I-580 Express Lanes will employ such payment option.

In summary, even though the “near continuous” access concept provides additional opportunities it is a relatively new concept for implementation in the region. Staff is committed to working closely with other like-minded agencies/industry experts to move forward and implement an effective electronic toll collection system strategy to effectively support a “near continuous” access express lane configuration.

RECENT ACTIVITIES

- Working with ETC on the contract amendment for eastbound to reflect “near continuous” access configuration scope. Developing a new contract with ETC for the westbound direction.
- Continue to work on accommodating “zone tolling” and automated violation enforcement in project design documents.

UPCOMING ACTIVITIES

- Finalize ETC contract amendment for eastbound and new contract for westbound – target November 2013
- Get Concept of Operations and System Engineering Management Plans approved by FHWA – target November 2013

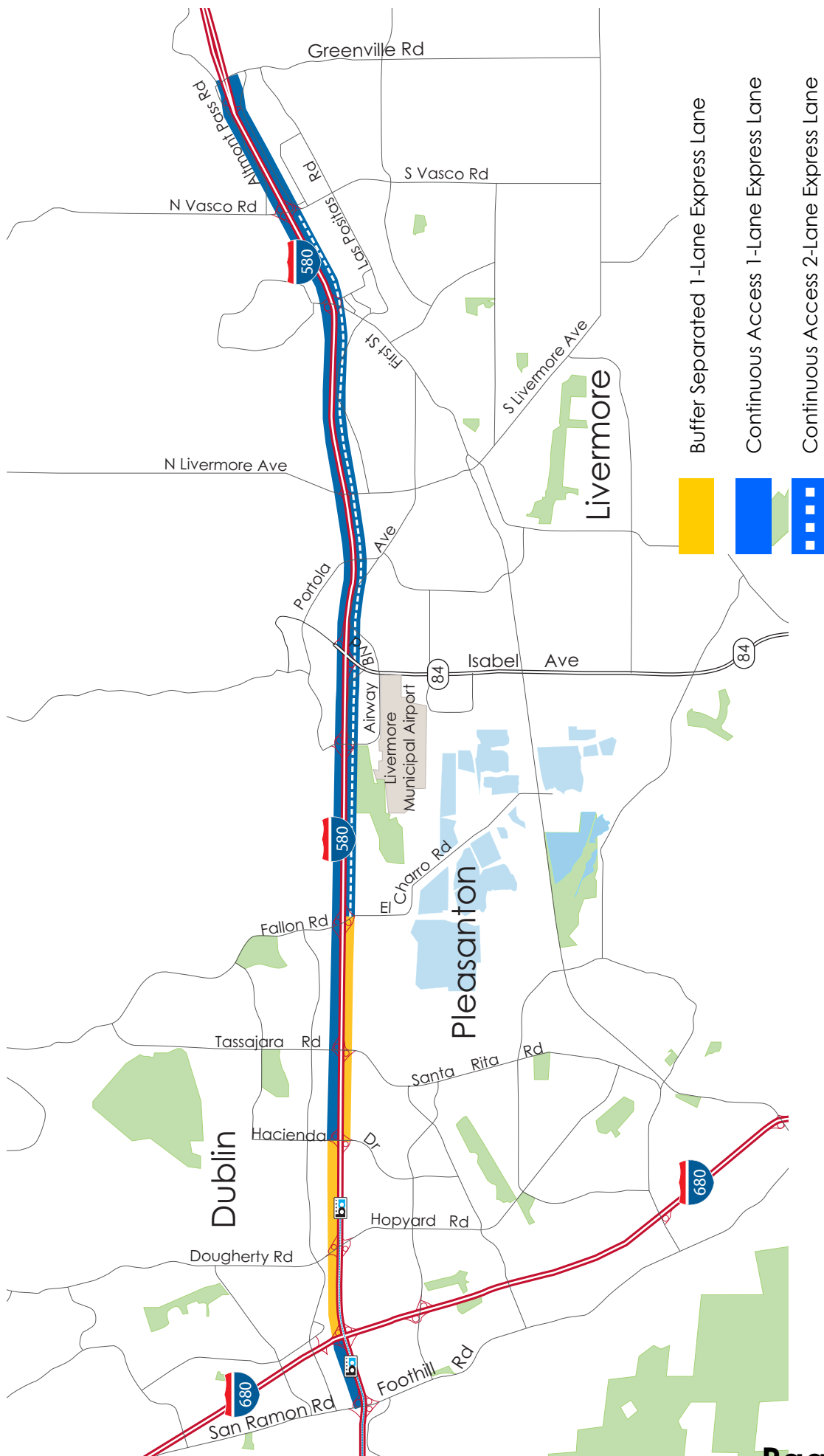
FUNDING AND FINANCIAL STATUS

Combined Eastbound & Westbound Funding Plan for “near continuous” access

Project Phase	Funding Source (\$ x million)							Total
	ARRA	Federal Earmark	RM2	TVTC	TCRP Deferred	Local (Meas. B)	Other Local	
PA&ED			1.39	2.17	0.10			3.66
PS&E	0.70		0.11	0.93	3.10			4.84
Sys. Int.	6.80			0.68	1.47		8.05	17.00
ROW				0.37				0.37
Const. Support			2.55		0.05	1.47		4.07
Construct		1.00		0.63	1.28		21.65	24.56
Cap								
O&M						0.18	0.30	0.48
TOTAL	7.50	1.00	4.05	4.78	6.0	1.65	30.00	54.98
Total Project Cost: \$54.98 M								

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I-580 Express Lane Projects Location map



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