



# Meeting Notice

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• [www.AlamedaCTC.org](http://www.AlamedaCTC.org)

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## I-680 Sunol Smart Carpool Lane Joint Powers Authority

Monday, November 4, 2013, 9:30-10:30 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.

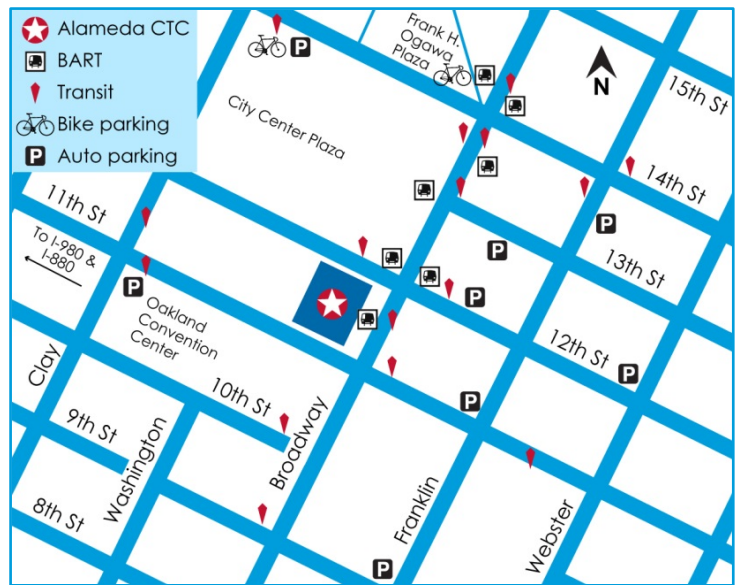
### Glossary of Acronyms

A glossary that includes frequently used acronyms is available on the Alameda CTC website at [www.AlamedaCTC.org/app\\_pages/view/8081](http://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](http://www.511.org).

## Accessibility

Public meetings at Alameda CTC are wheelchair accessible under the Americans with Disabilities Act. Guide and assistance dogs are welcome. Call 510-893-3347 (Voice) or 510-834-6754 (TTD) five days in advance to request a sign-language interpreter.



## Meeting Schedule

The Alameda CTC meeting calendar lists all public meetings and is available at [www.AlamedaCTC.org/events/upcoming/now](http://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](http://www.AlamedaCTC.org/events/month/now).

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# I-680 Sunol SMART Carpool Lane Joint Powers Authority Meeting Agenda Monday, November 4, 2013, 9:30 a.m.

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## 1. Pledge of Allegiance

## 2. Roll Call

## 3. Public Comment

**Chair:** Bill Harrison, Alameda CTC

**Vice Chair:** Mayor Jerry Thorne, City of Pleasanton

**Commissioners/Members:** Scott Haggerty, Gail Price (Santa Clara Valley Transportation Authority), Tim Sbranti

**Staff Liaison:** Stewart D. Ng

**Executive Director:** Arthur L. Dao

**Clerk:** Vanessa Lee

## 4. Consent Calendar

Page A/I

### 4.1. [October 14, 2013 I-680 Sunol SMART Carpool Lane JPA Meeting Minutes](#)

1 A

Recommendation: Approve the October 14, 2013 meeting minutes.

### 4.2. [I-680 Southbound Express Lane \(PN 710.5\): Monthly Operations Update](#)

3 I

### 4.3. [I-680 Northbound Express Lane \(PN 721.0\): Monthly Status Update](#)

17 I

## 5. Regular Matters

### 5.1. [Sunol Smart Carpool Lane Statement of Revenues and Expenses for the First Quarter Ended September 30, 2013](#)

23 A

Recommendation: Approve the Sunol Smart Carpool Lane Statement of Revenues and Expenses for the First Quarter Ended September 30, 2013.

### 5.2. [Sunol Smart Carpool Lane JPA FY2013-14 Budget Update](#)

27 A

Recommendation: Approve the Sunol Smart Carpool Lane JPA FY2013-14 Budget Update.

## 6. Committee Member Reports (Verbal)

## 7. Staff Reports (Verbal)

## 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](#)

33 I

### A.5 Recess Joint Meeting

## **8. Adjournment**

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

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



# I-680 Sunol SMART Carpool Lane Joint Powers Authority Meeting Minutes Monday, October 17, 2013, 9:30 a.m.

4.1

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## 1. Pledge of Allegiance

## 2. Roll Call

A roll call was conducted and a quorum was confirmed.

## 3. Public Comment

There were no public comments.

## 4. Consent Calendar

4.1. September 9, 2013 I-680 Sunol SMART Carpool Lane JPA Meeting Minutes

4.2. I-680 Southbound Express Lane (PN 710.5): Monthly Operations Update

4.3. I-680 Northbound Express Lane (PN 721.0): Monthly Status Update

*Commissioner Haggerty motioned to approve the consent calendar. Commissioner Biddle seconded the motion. The motion passed unanimously.*

## 5. Committee Member Reports (Verbal)

There were no committee member reports.

## 6. Staff Reports (Verbal)

There were no staff reports.

## 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.*

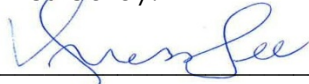
#### **8. Adjournment/ Next Meeting**

The meeting adjourned at 10:45 a.m. The next meeting is:

Date/Time: Monday, November 4, 2013 @10:30 a.m.

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

Attested by:



Vanessa Lee,  
Clerk of the Commission



# Memorandum

4.2

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

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**DATE:** October 28, 2013

**SUBJECT:** I-680 Southbound Express Lane (PN 710.5): Monthly Operations Update

**RECOMMENDATION:** Receive a monthly operations update on the I-680 Southbound Express Lane.

## Summary

The purpose of this item is to provide the JPA Board with the September 2013 Monthly Operations Update of the express lane facility. This item is for information only.

Our review of daily trip and revenue reports indicates that the express lane facility had a strong performance during the month of September 2013 when compared to similar time period in 2012 (data indicates there was an increase in trips, although with a lower average peak toll rate). While comparing the performance matrices, it is noted that the average daily number of toll paying trips has increased by 24 percent. This indicates that more and more solo drivers have chosen to leave the general purposes lanes and use the express lane to experience the travel reliability and time savings. While it appears that traffic congestion has returned to the corridor with upward economic activities noted in Silicon Valley, the average travel speed in the express lane continues to remain at or above the posted speed limit.

## Background

The I-680 Southbound Express Lane opened to traffic in September 2010 and is the first operational express lane facility in Northern California; it is one of a few in the nation to have a shared toll and non-toll facility. The express lane facility spans over 14 miles from SR 84, near Pleasanton, to SR 237 in the City of Milpitas, and admits toll-paying solo drivers in addition to carpoolers (who use the lane at no cost). The express lane optimizes capacity, reduces congestion and increases travel time reliability within the 14 mile corridor.

Constructed within the restricted right-of-way, the facility has no physical barrier between the General Purpose Lanes and the Express Lane, but is separated by a double white stripe. The Alameda CTC, acting as the managing agency for the JPA has been operating the express lane facility since it has opened to traffic in September 2010.

Since the opening, over 1,482,100 solo drivers have reached their destinations by traveling at speeds that are typically 6-12 miles per hour faster (several segments within the 14 mile corridor experience speeds over 25 miles per hour faster) than which motorists experience in the general purpose lanes, during peak commute hour.

Tolls are collected via FasTrak® transponders that are automatically read by readers mounted on overhead gantries. Currently, the I-680 Express Lane includes five FasTrak® readers: one at each toll zone (at Andrade, Washington and Mission), and two at stand-alone enforcement zones (south of Vargas and south of Scott Creek). Readers at the toll zones are linked to the Toll Data Center (TDC). The accounts of vehicles passing through with valid FasTrak® transponders are charged the appropriate toll for the length of their trip, based on the toll rates published via dynamic message signs. Toll rates are calculated by a computerized real-time dynamic pricing model. The enforcement zone readers are not linked to the TDC and are used to aid CHP enforcement by determining if a vehicle has a valid FasTrak® transponder.

The September 2013 operational update (daily/monthly trip, travel time and revenue information) is included as Attachment A.

**Fiscal Impact:** There is no fiscal impact.

## **Attachments**

A. I-680 Southbound Express Lane September 2013 Operations Update

## **Staff Contact**

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

[Arun Goel](#), Express Lane Operations



Attachment A:

I-680 Southbound Express Lane September 2013 Operations Update

# Year Over Year Comparison by Month

September 2012      September 2013

Average Daily Toll Paying Trips      2,247 vehicles      2,795 vehicles

Average Daily Toll Revenue      \$6,389      \$7,115

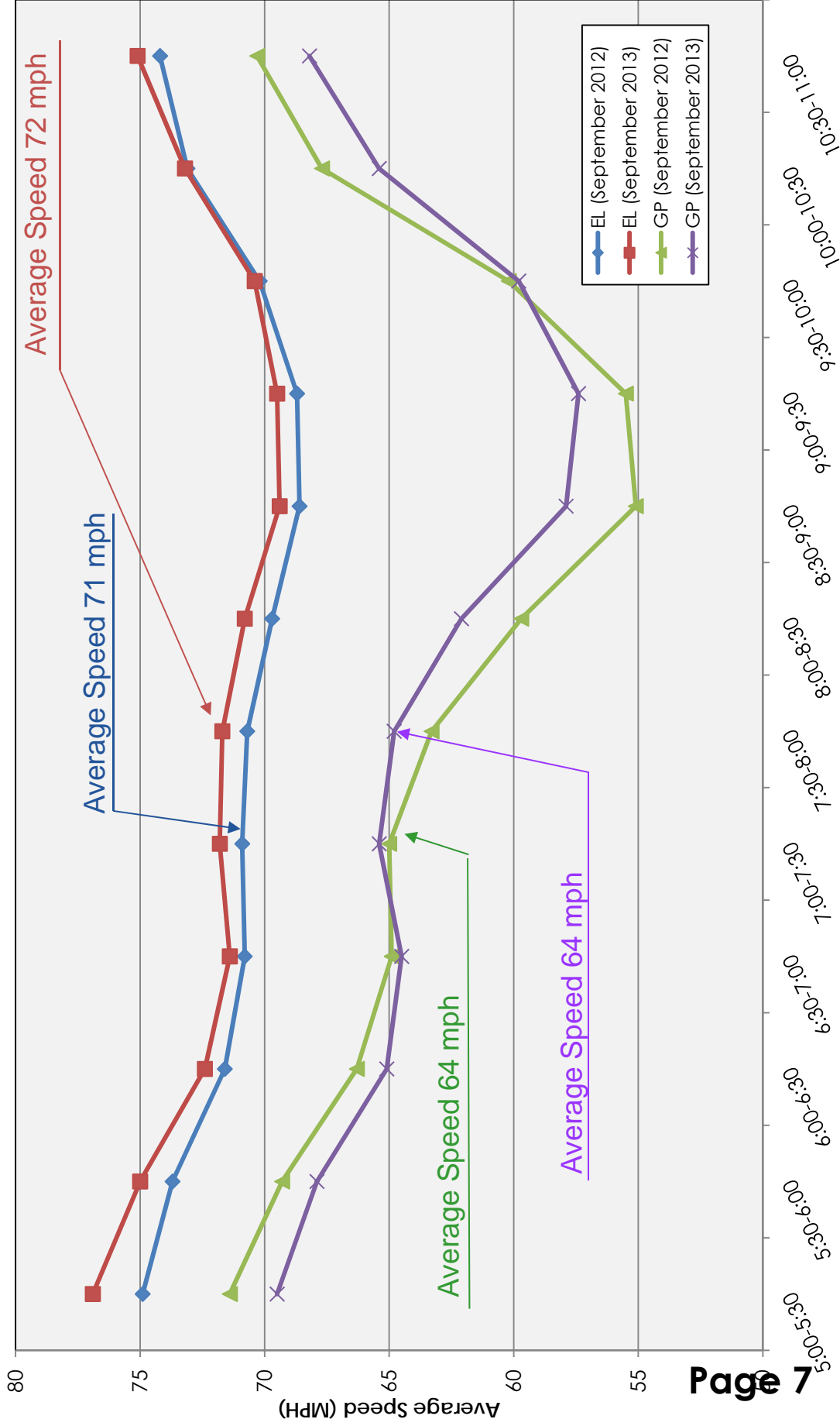
Average Toll Rate      \$2.84      \$2.55

Average Peak Period Toll Rate  
M-F 5AM to 11AM      \$3.48      \$3.21

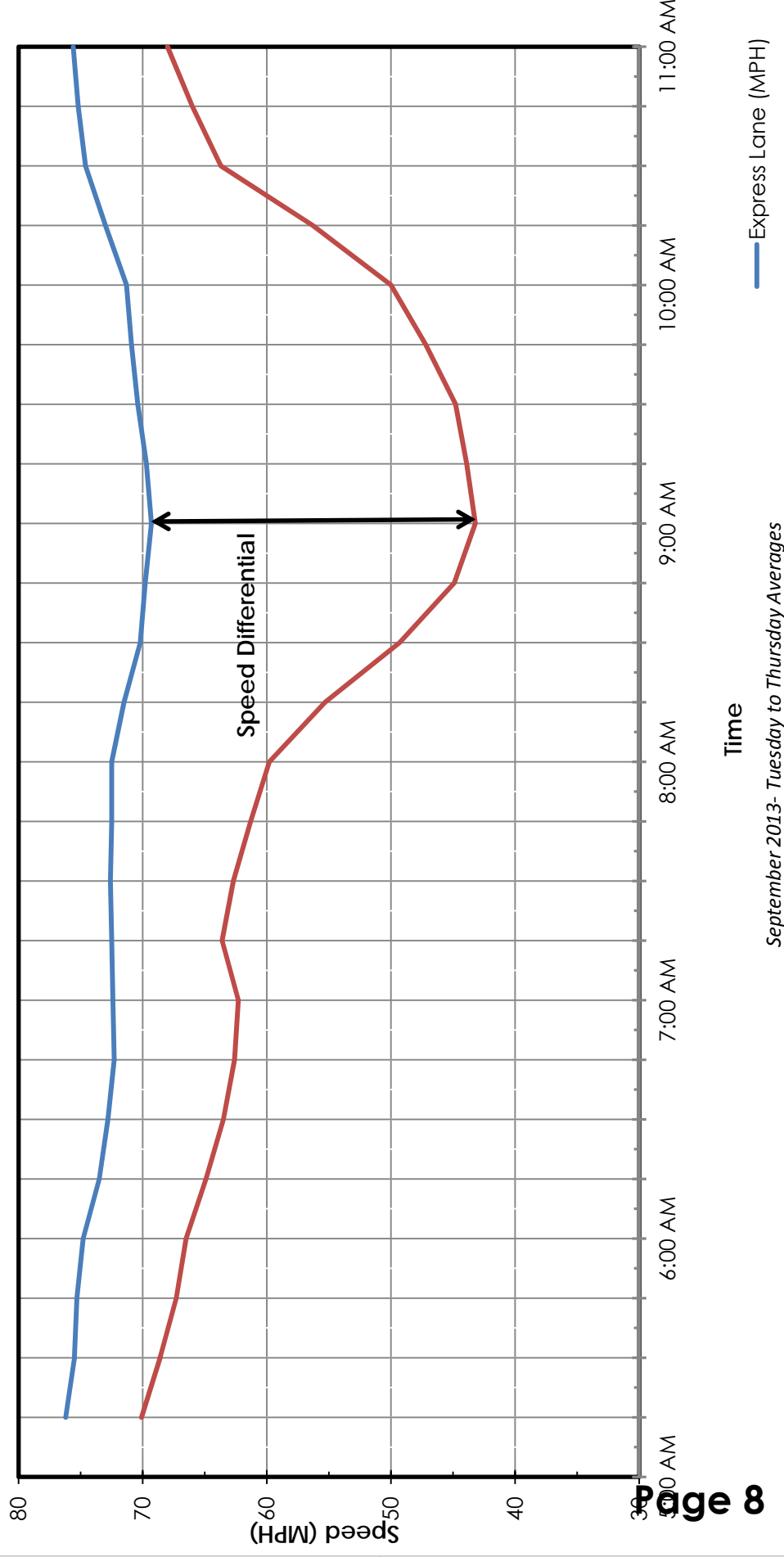
Average Peak Period Toll Rate  
M-Th 5AM to 9AM      \$3.38      \$3.02

# Average Travel Speed During Morning Commute Hours

(Within 14-mile Express Lane Facility)

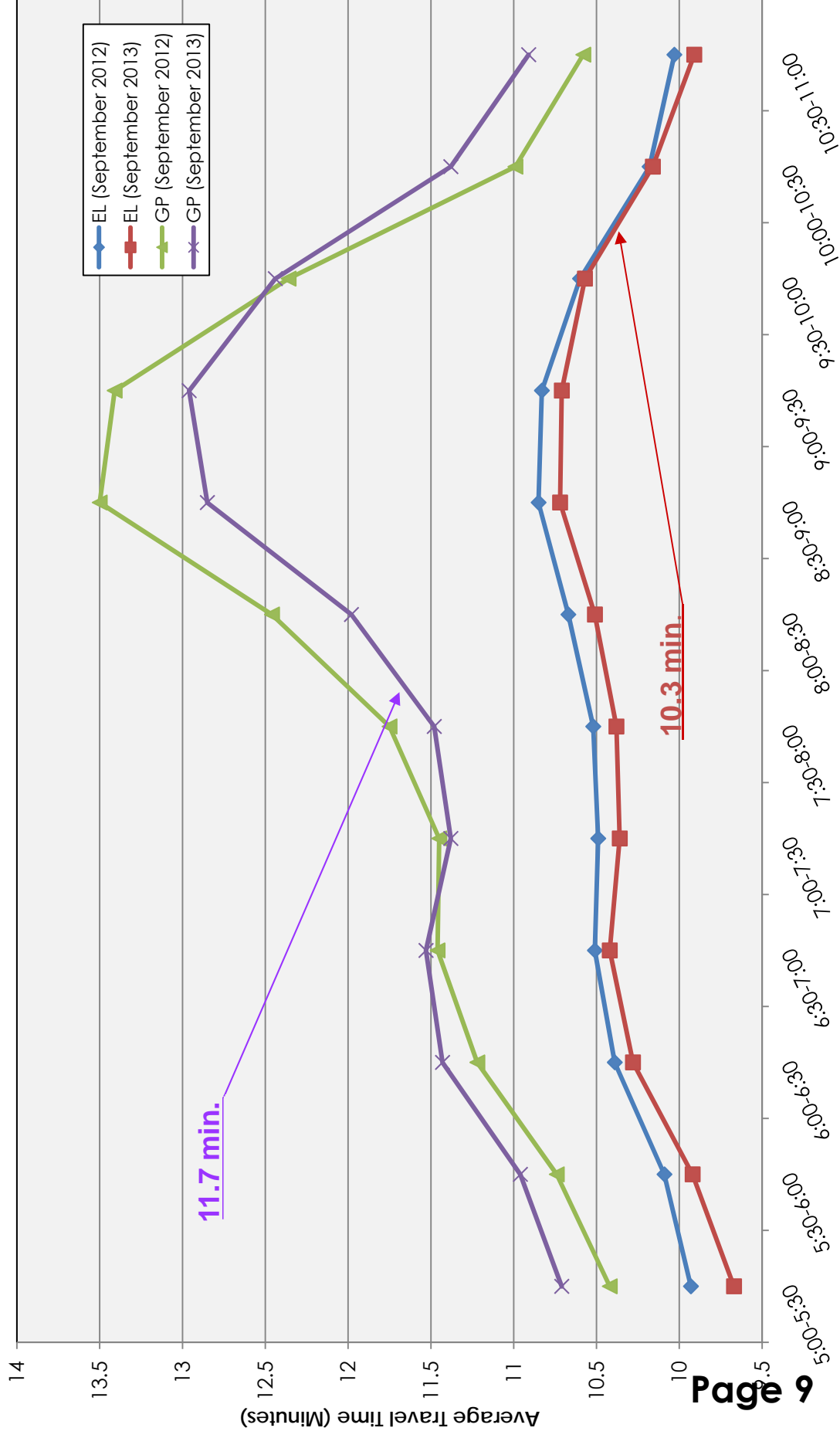


# Average Daily Speed Curves During Peak Commute Period (September 2013)



# Average Travel Time During Morning Commute Hours

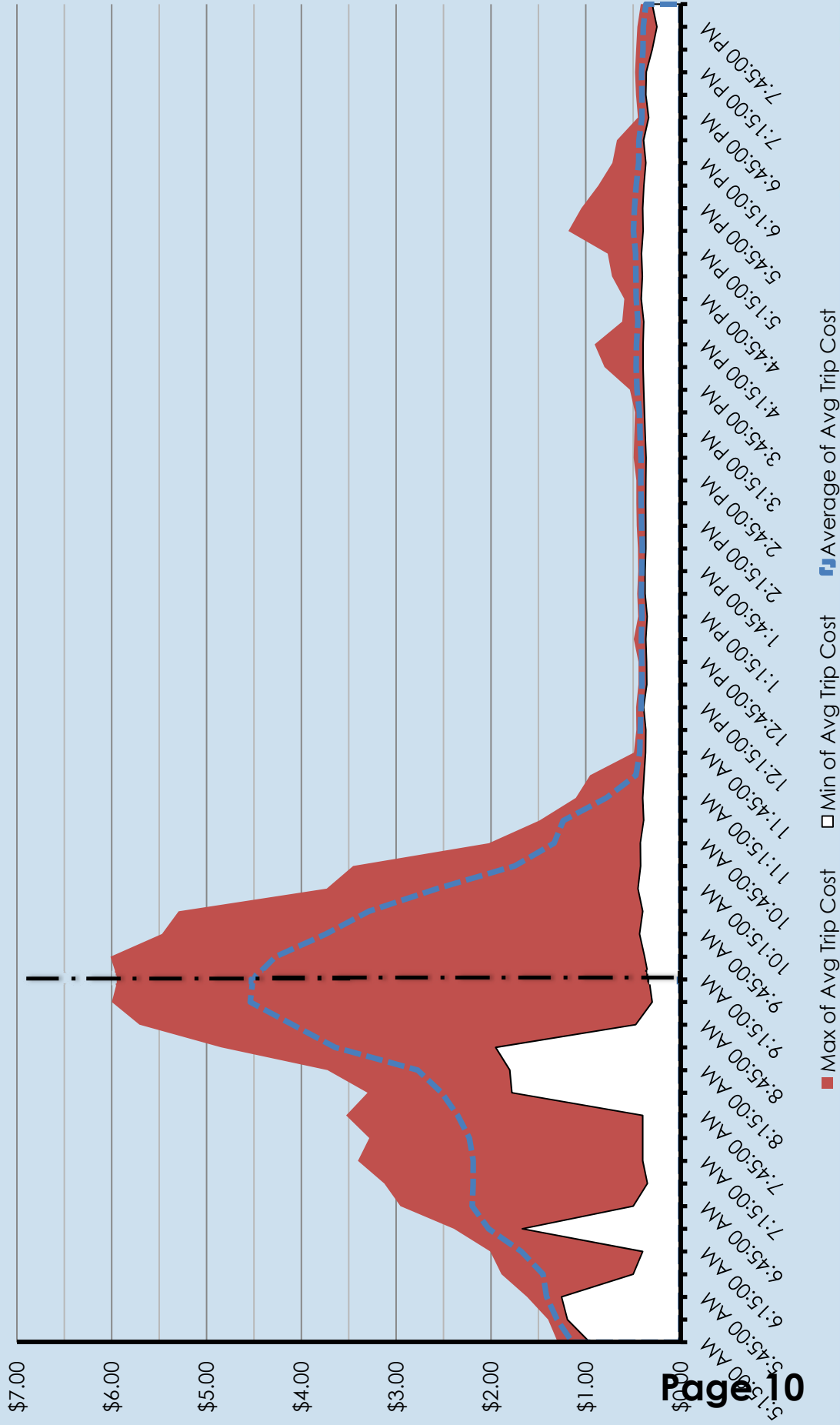
(Within 14-mile Express Lane Facility)



# Average Toll Range

## September 2013

(5 AM to 8 PM)



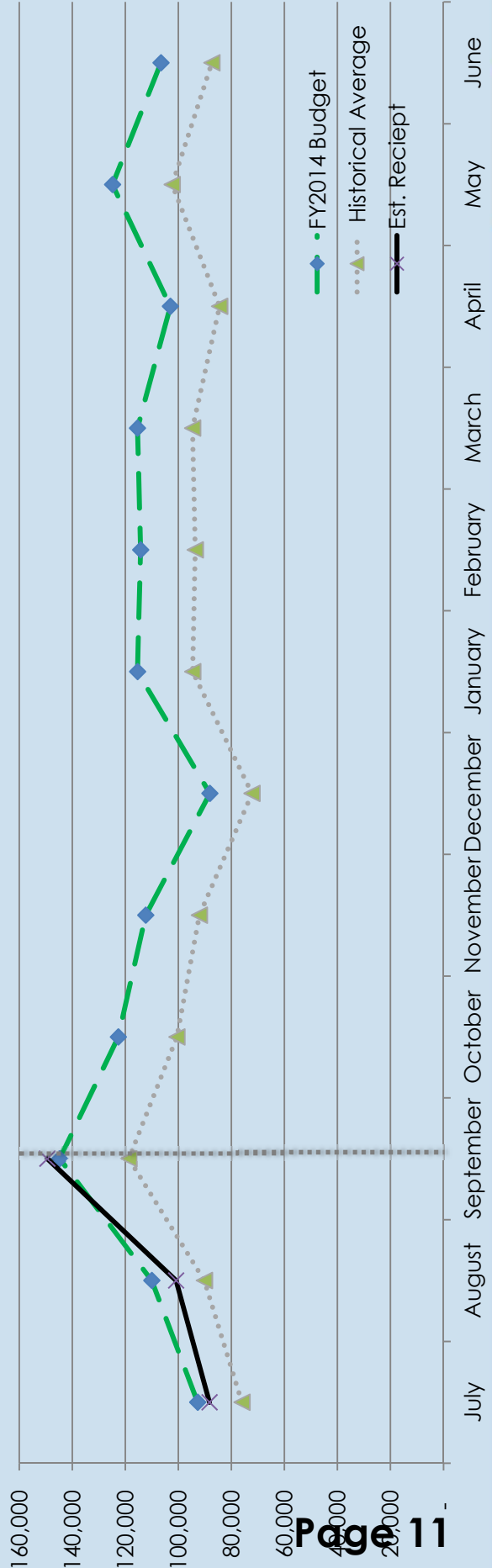
# Revenue (Estimated Gross vs. Forecasted)

Revenue in FY 2013/14  
(July to September 2013)

**Estimated Gross Revenue** **\$338,500**

**Forecasted\*** **\$347,500**

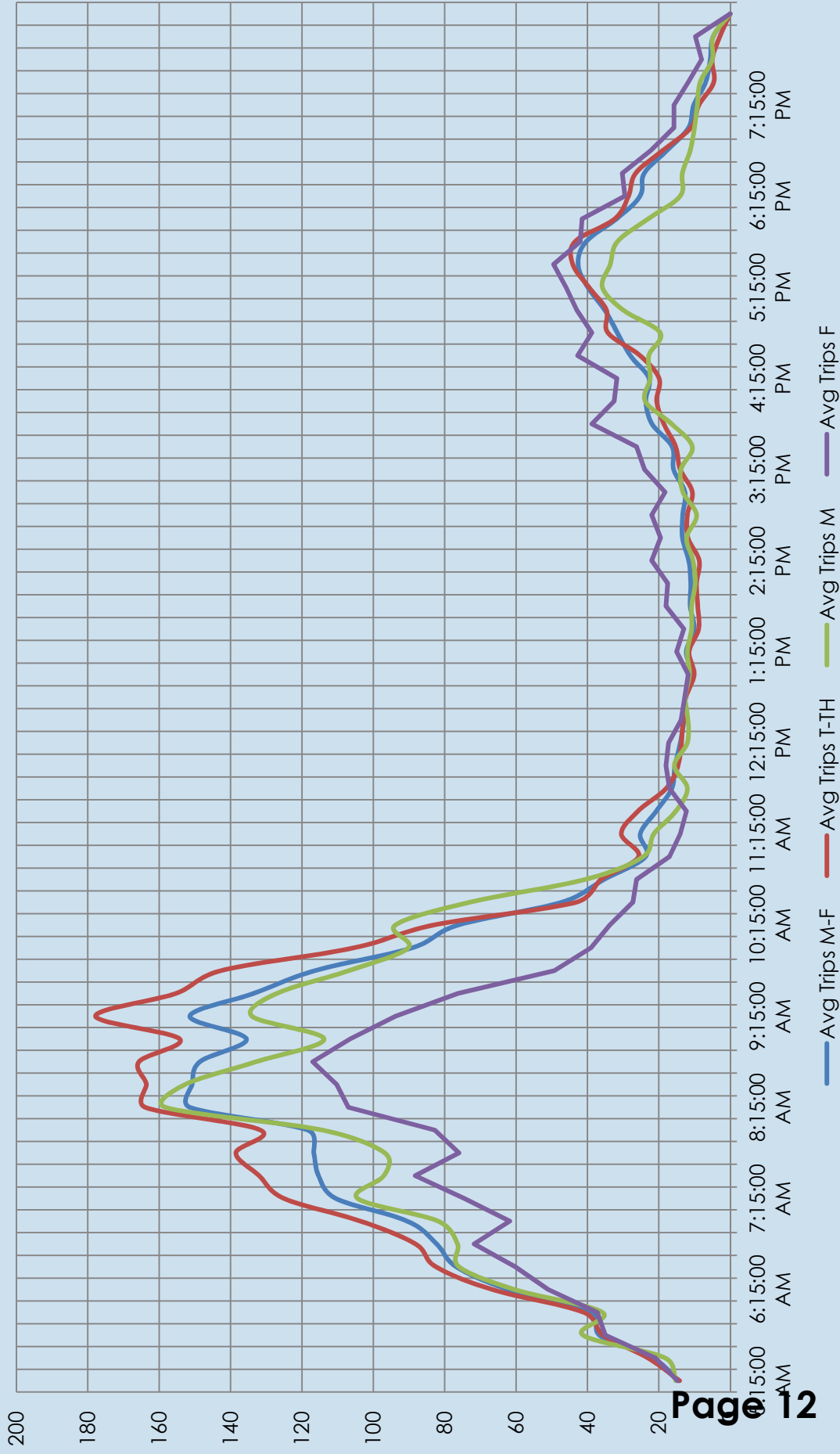
\* Forecasted revenue for the full FY 13/14 is \$1,350,000



# Average Daily Toll Trips

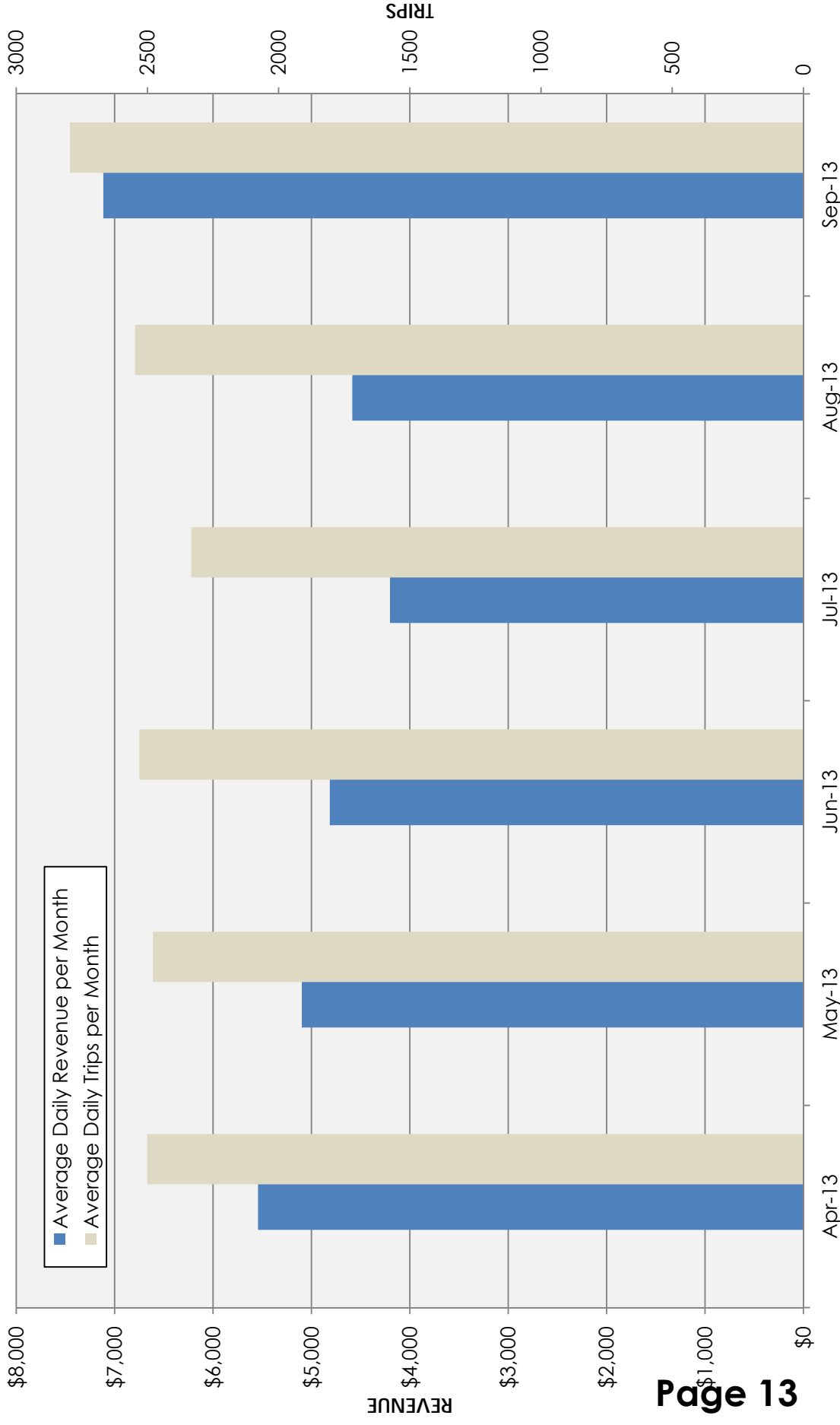
## September 2013

(5 AM to 8 PM)

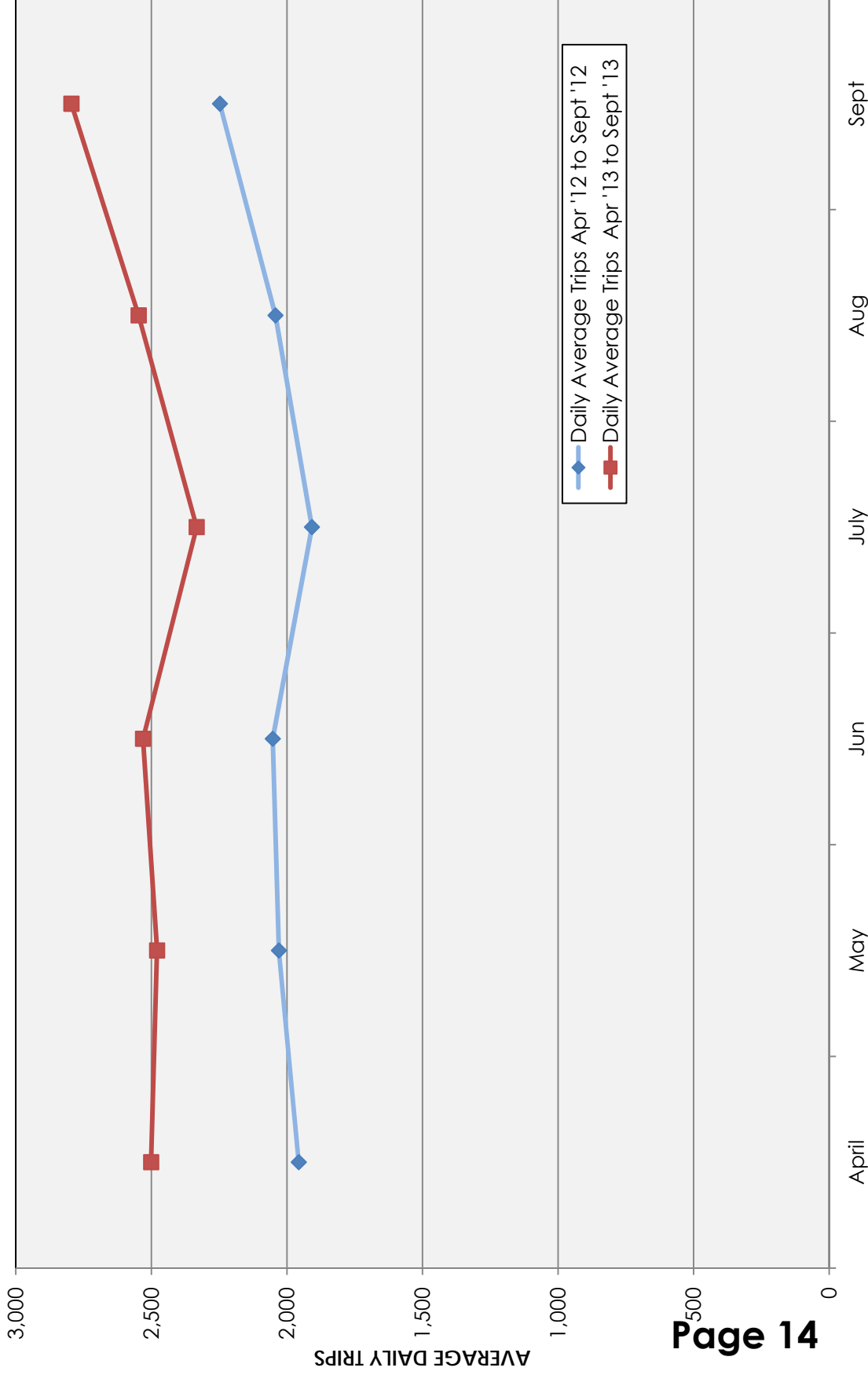




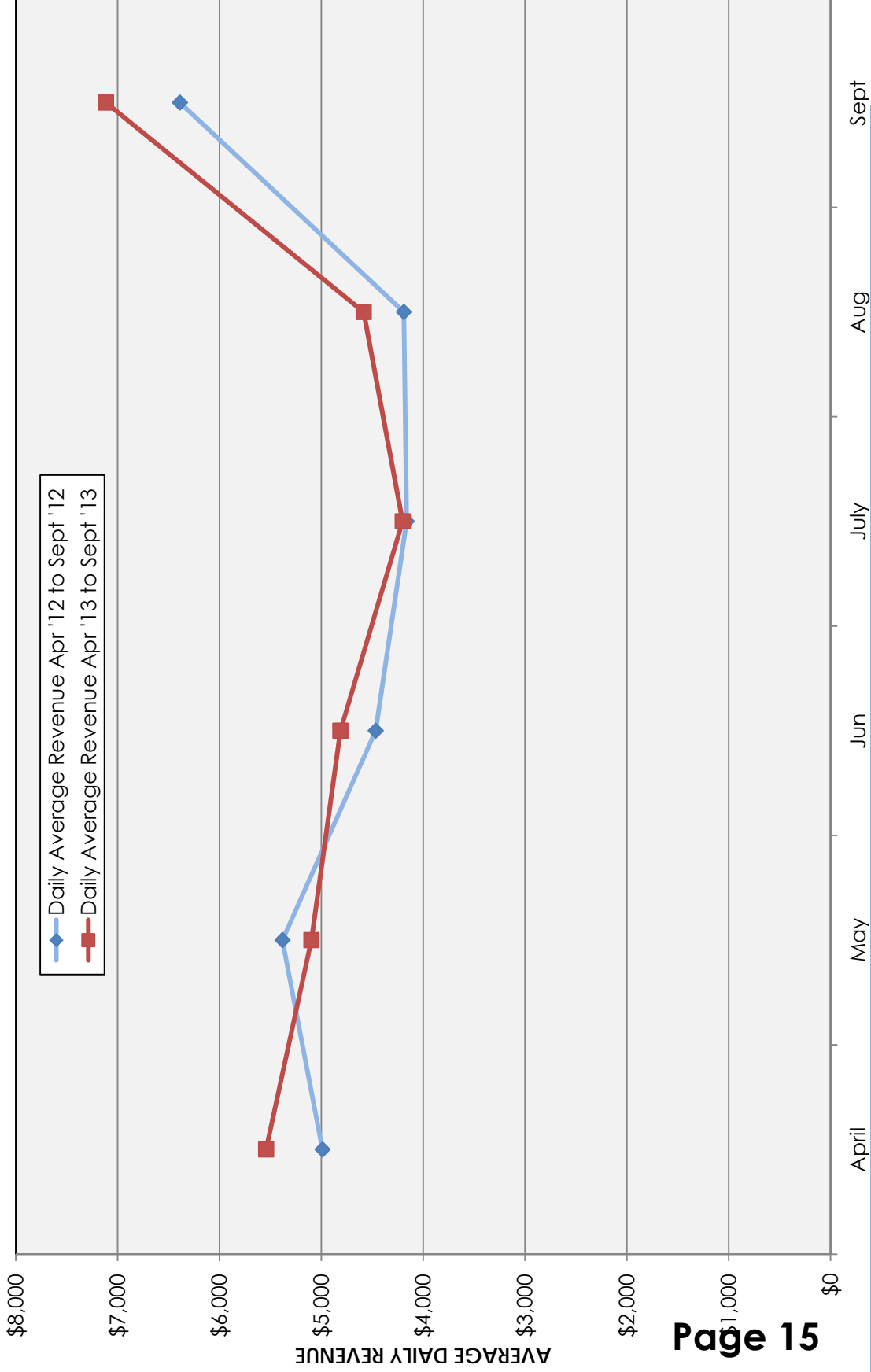
# Average Daily Express Lane Revenue & Toll Trip Comparison



# Average Daily Express Lane Toll Trips Comparison (Past 6 months)



# Average Daily Express Lane Revenue Comparison (Past 6 months)



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# Memorandum

4.3

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**DATE:** October 28, 2013

**SUBJECT:** I-680 Northbound Express Lane (PN 721.0): Monthly Status Update

**RECOMMENDATION:** Receive a monthly status update the I-680 Northbound Express Lane Project.

## Summary

The I-680 Northbound Express Lane Project will widen I-680 from SR 237 in Santa Clara County to SR 84 in Alameda County and construct a northbound HOV/Express Lane in the corridor. The purpose of this item is to provide the Board with a monthly status update of project development activities which are either completed or planned for the project. This item is for information only.

## Background

The I-680 Northbound Express Lane Project will widen I-680 from SR 237 in Santa Clara County to SR 84 in Alameda County and construct a northbound HOV/Express Lane in the corridor. The project is intended to provide a number of benefits including: 1) enhanced mobility by reducing traffic congestion; 2) reduced travel time and improved travel reliability; 3) reduced congestion related accidents; thereby enhancing safety. The Express Lane facility will utilize unused HOV lane capacity by offering solo drivers the choice to pay a toll electronically to access the lane, while regular carpool users continue to use the lane at no cost.

In mid-2011, the Alameda CTC embarked on the program to convert an already approved I-680 Northbound High Occupancy Vehicle (HOV) Lane project to a combined I-680 Northbound HOV/Express Lane facility. However, in August 2011, in response to a writ filed by a local city, the Alameda County Superior Court directed Caltrans to vacate the environmental document prepared for the I-680 Northbound HOV Lane Project in its entirety. Given the Court's direction, it was determined by Caltrans and Alameda CTC in late 2011, that a Project Initiation Document and a completely new and higher level of environmental document involving expanded preliminary engineering, traffic analysis, and technical studies, was needed to obtain environmental clearance for the project.

The Project Team continues to make progress toward completing a final environmental document by summer 2015. The following is a detailed discussion of in progress and/or upcoming major tasks.

### ***Traffic Studies***

A Draft Traffic Operational Analysis Report (TOAR) documenting existing traffic conditions analysis, traffic forecasts, and the highway operations analysis has been completed. The team will be using traffic operational analysis to determine project implementation phases, access type and perceived effects on local arterials. This report documents the existing, Year 2020 and Year 2040 traffic conditions for both the "Build" and the "No Build" alternatives. The final approval of the TOAR is anticipated by end of October 2013.

### ***Environmental Technical Studies***

All environmental technical field surveys are complete. A list of required technical studies is included in Attachment A of this report. Draft technical reports for all of the environmental studies are complete. Several reports have already been approved by Caltrans; those remaining are currently under review. All final reports approvals are expected by early November 2013.

### ***Environmental Document***

Based on input that the design team received, during the environmental scoping process, traffic studies, geometric design and environmental technical studies, the project team plans to complete an administrative draft environmental document (Admin DED) for review by Alameda CTC and Caltrans staff in November 2013. Various cycles of internal agency reviews are expected prior to publishing the DED for public review and comment. Public circulation of the DED and completion of a final document are expected in July 2014 and July 2015, respectively.

### ***Project Approval***

The Project Report (PR) process is underway. The Draft PR will document the need for the project and summarize the studies, cost, scope, and overall impact of project alternatives; and its approval is required prior to releasing a DED for public circulation and agency reviews. A Draft PR is planned for completion in July 2014. After the public and agency review process is complete and a preferred alternative is selected by the project development team, the Draft PR will be updated to become the Final PR. Completion of a Final PR indicates Caltrans, FHWA and Alameda CTC approval of the project. Final PR approval for this project is anticipated in July 2015.

### ***Project Implementation Approach***

The Project Report and Environmental Document will include studies and analysis for both the full project limits (SR 237 to SR 84) and an initial phase of construction (Auto Mall Parkway to SR 84). The limits for the initial phase of construction are based on preliminary traffic operational analysis results and projected funding availability.

**Fiscal Impact:** There is no fiscal impact.

## **Attachments**

A. List of Planned Project Tasks/Technical Studies

## **Staff Contact**

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

[Gary Sidhu](#), Project Controls Team

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## ATTACHMENT A: LIST OF PLANNED PROJECT TASKS/TECHNICAL STUDIES

ID	DELIVERABLE	STATUS
<b>PRELIMINARY ENGINEERING</b>		
1	PSR-PDS	Approved
<b>TRAFFIC STUDIES</b>		
2	Traffic Data Collection	Complete
3	Existing Conditions Assessment	Approved
4	Model Validation	Approved
5	Traffic Forecasts	Approved
6	Preliminary Traffic Operations Sensitivity Analysis	Complete
7	Traffic Operations Analysis	Complete
8	Traffic Operations Analysis Report (TOAR)	Awaiting Approval
9	Traffic & Revenue Study	Complete
<b>ENVIRONMENTAL STUDIES</b>		
10	Public Scoping Report	Approved
11	Biological Field Surveys	Complete
12	Bat Species Study	Approved
13	Jurisdictional Wetlands Report	Approved
14	California Red Legged Frog Study	Approved
15	Special Status Plant Species Study	Approved
16	Natural Environment Study (NES)	Awaiting Approval
17	Biological Assessment	Underway
18	Biological Opinion	
19	Water Quality Assessment	Approved
20	Location Hydraulic Study	Approved
21	Initial Site Assessment	Approved
22	Air Quality PM 2.5 Assessment	Complete
23	Air Quality and Greenhouse Gas Analysis Report	Awaiting Approval
24	Noise Surveys	Complete
25	Noise Impact Report	Awaiting Approval
26	<i>Noise Abatement Decision Report (NADR)</i>	Final Draft Complete
27	Visual Impact Assessment	Awaiting Approval
28	Community Impact Assessment	Awaiting Approval
29	APE Mapping	Approved
30	Archaeological Survey Report (ASR)	Awaiting Approval

ID	DELIVERABLE	STATUS
31	Historic Architectural History/Built Resources Report (HRER)	Awaiting Approval
32	Historic Property Survey Report (HPSR)	Awaiting Approval
33	Paleontological Identification and Evaluation Report	Approved
34	Preliminary Geological Assessment	Approved
<b>ENVIRONMENTAL DOCUMENT</b>		
35	Project Description	Complete
36	1 <sup>st</sup> Admin DEIR/EA	Substantially Complete
37	2 <sup>nd</sup> Admin DEIR/EA	
38	3 <sup>rd</sup> Admin DEIR/EA	
39	DEIR/EA	
40	1 <sup>st</sup> Draft FEIR/EA	
41	2 <sup>nd</sup> Draft FEIR/EA	
42	3 <sup>rd</sup> Draft FEIR/EA	
43	FEIR/EA	
<b>PROJECT APPROVAL</b>		
44	Geometric Design	Complete
45	Roadway Plans	Complete
46	Traffic Safety Assessment	Complete
47	Fact Sheets (Mandatory and Advisory)	Draft Complete
48	Value Analysis Study	Complete
49	Storm Water Data Report	Awaiting Approval
50	Pavement Life Cycle Cost Analysis	Awaiting Approval
51	Hydromodification Assessment Report (included in Item 19)	Approved
52	Utility Coordination	Ongoing
53	R/W Engineering	Ongoing
54	Advance Planning Study - Bridges	Draft Complete
55	Advance Planning Study - Special Retaining Walls	Draft Complete
56	Preliminary Foundation Report	Draft Complete
57	Preliminary Geotechnical Report	Approved
58	Encroachment Policy Variance Request (Utilities)	Draft Complete
59	Structures Aesthetics Guidelines	Draft Complete
60	Conceptual Landscape Plan	Draft Complete
61	Cost Estimate	Draft Complete
62	1 <sup>st</sup> Administrative Draft Project Report	Draft Complete
63	2 <sup>nd</sup> Administrative Draft Project Report	
64	3 <sup>rd</sup> Administrative Draft Project Report	
65	DPR	
66	Final Project Report	



# Memorandum

5.1

1111 Broadway, Suite 800, Oakland, CA 94607

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**DATE:** October 28, 2013

**SUBJECT:** Sunol Smart Carpool Lane Statement of Revenues and Expenses for the First Quarter Ended September 30, 2013

**RECOMMENDATION:** Approve the Sunol Smart Carpool Lane Statement of Revenues and Expenses for the First Quarter Ended September 30, 2013.

## Summary

This first quarter financial report summarizes expenditures related to the Sunol Smart Carpool Lane operations from the beginning of the fiscal year. Net toll revenue was \$330,083 or 97.8% of projected toll revenue. Also included in revenues is \$103,469 of accrued grant revenues to cover costs originally anticipated to be paid with Alameda CTC's I-680 Southbound HOT Lane Project (Project) grants in the adopted budget for total revenues of \$433,552. Expenses for the first quarter totaled \$441,175 which results in a net operating deficit of \$7,623. This deficit is mostly due to toll revenues coming in slightly under budget; however staff expects toll revenues to more closely approach budget throughout the fiscal year.

## Background

The FY2013-14 budget approved by the JPA Board in June 2013 included \$1.35 million of toll revenues and \$1.535 million of operating expenses with an overall operating deficit of \$185,000. The need for JPA operations to be subsidized with Project grant revenues has not changed. Staff is proposing to adjust the budget as a separate item going before the JPA Board today to account for all operating costs of the JPA and the Project grant revenues originally intended to pay for some of these JPA operating cost within the JPA's budget and financial statements. No net change to the budget is being proposed. This adjustment is recommended because the capital aspects of the Project are now considered complete, and it will help make the JPA's financial reports and annual financial statements more transparent and meaningful to the Board and the public.

**Fiscal Impact:** There is no fiscal impact.

## Attachments

- A. Sunol Smart Carpool Lane Statement of Revenues and Expenses as of September 30, 2013

## Staff Contact

[Patricia Reavey](#), Director of Finance

[Yoana Navarro](#), Senior Accountant

**SUNOL SMART CARPOOL LANE**  
**Statement of Operating Revenues and Expenses**  
**As of September 30, 2013**

<b><u>OPERATING REVENUES</u></b>	<b>YTD Actuals</b>	<b>YTD Budget</b>	<b>% Used</b>	<b>Variance</b>
Toll Revenue	330,083	337,500	97.8%	(7,417)
Measure B Grants	103,469 *	-	0.0%	103,469
Total Operating Revenues:	433,552	337,500		96,052
 <b><u>OPERATING EXPENSES</u></b>				
Operations & Maintenance Contract	160,587	200,000	80.3%	(39,413)
Project Management/Controls	-	-	0.0%	-
Revenue Collection Fees	62,400	62,500	99.8%	(100)
CHP Enforcement	56,274	43,750	128.6%	12,524
System Manager/Operations Support	-	-	0.0%	-
Express Lane Maintenance (Caltrans)	31,250 *	-	0.0%	31,250
Other Consultant Costs	-	-	0.0%	-
IT Support	57,300 *	-	0.0%	57,300
Alameda CTC Administration	6,046	12,500	48.4%	(6,454)
Alameda CTC Operations	47,888	43,750	109.5%	4,138
Marketing/Public Outreach	-	-	0.0%	-
Insurance	14,919 *	-	0.0%	14,919
Legal Fees	-	6,250	0.0%	(6,250)
Miscellaneous	3,754	7,500	50.0%	(3,746)
Rent	-	3,750	0.0%	(3,750)
Utilities	759	3,750	20.2%	(2,991)
Total Operating Expenses:	441,175	383,750		57,425
Operating Surplus (Deficit)	(7,623)	(46,250)		
 <b><u>Net Position</u></b>				
Beginning of year	4,013,999	4,013,999		
Net Position as of September 30, 2013	<u>\$ 4,006,376</u>	<u>\$ 3,967,749</u>		

\* Approval of the budget for these items is being presented as a separate item to the Board today. These items were originally included on the supplemental budget presented to the Board with the adopted budget to be funded through Alameda CTC I-680 Southbound HOT Lane Project.

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# Memorandum

5.2

1111 Broadway, Suite 800, Oakland, CA 94607

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• www.AlamedaCTC.org

**DATE:** October 28, 2013

**SUBJECT:** Sunol Smart Carpool Lane JPA FY2013-14 Budget Update

**RECOMMENDATION:** Approve the Sunol Smart Carpool Lane JPA FY2013-14 Budget Update.

## Summary

In June 2013, the Board of the Sunol Smart Carpool Lane JPA (JPA) adopted the operating budget for FY2013-14, which included the operating costs paid for from toll revenues only. All other operating costs were anticipated to be paid with available, local grant funding sources from the ACCMA's I-680 Southbound HOT Lane Project and were included on a supplemental information sheet. Since the capital aspects of the project are now considered complete, and to make reporting more transparent, staff would like to account for all operating costs in the JPA's own entity and financial statements. To accomplish this, all operating costs need to be included in an adopted budget and funding agreements need to be established between the JPA and the various available, local grant funding sources.

## Background

The attached proposed update (Attachment A) to the JPA budget includes all revenues and expenses included in the currently adopted JPA budget as well as all revenues and expenses included in the supplemental sheet provided in June 2013 with the adopted budget (Attachment B).

In the proposed budget update, the beginning net position has been updated to tie to audited financial statements for the year ended June 30, 2013 of \$4.0 million, changing the ending net position balance to \$3.6 million, of which \$2.1 million is made up of fixed assets, \$0.5 million of reserves for equipment replacement and roadway rehabilitation and \$1.0 million of unrestricted net position.

**Fiscal Impact:** The fiscal impact for approving this item is a net zero difference since the increased revenues in the proposed budget of \$485,000 are equivalent to the increased expenses of \$485,000, which were originally included in the supplemental information provided when the JPA Board adopted the current FY2013-14 budget.

## **Attachments**

- A. Sunol Smart Carpool Lane JPA Fiscal Year 2013-14 Proposed Budget Update
- B. Sunol Smart Carpool Lane JPA Total Proposed Operating Expenses Fiscal Year 2013-14

## **Staff Contact**

[Patricia Reavey](#), Director of Finance



**SUNOL SMART CARPOOL LANE JPA**  
**Fiscal Year 2013-14**  
**Proposed Budget Update**

	<u>FY 2013-14 Adopted Budget</u>	<u>FY 2013-14 Proposed Budget Update</u>
<b>Beginning Net Position</b>	<b>\$ 3,548,879</b>	<b>\$ 4,013,999</b>
<b><u>REVENUES</u></b>		
Toll Revenue	1,350,000	1,350,000
Grant Revenue	<u>-</u>	<u>485,000</u>
<b>Total Revenues</b>	<b>1,350,000</b>	<b>1,835,000</b>
<b><u>EXPENSES</u></b>		
Operations & Maintenance Contract	800,000	800,000
Revenue Collection Fees	250,000	250,000
CHP Enforcement	175,000	175,000
Alameda CTC Operations	175,000	175,000
Express Lane Maintenance (Caltrans)	-	125,000
Project Management/Controls	-	85,000
IT Support	-	75,000
Insurance	-	75,000
Alameda CTC Administration	50,000	50,000
System Manager/Operations Support	-	50,000
Other Consultant Costs	-	50,000
Miscellaneous	30,000	30,000
Legal Fees	25,000	25,000
Marketing/Public Outreach	-	25,000
Rent	15,000	15,000
Utilities	<u>15,000</u>	<u>15,000</u>
<b>Total Expenses</b>	<b>1,535,000</b>	<b>2,020,000</b>
<b>Operating Surplus/(Deficit)</b>	<b>(185,000)</b>	<b>(185,000)</b>
Capital Asset Depreciation Expense	<u>238,604</u>	<u>238,604</u>
<b>Projected Ending Net Position</b>	<b><u>\$ 3,125,275</u></b>	<b><u>\$ 3,590,395</u></b>
<b>Net Position</b>		
Reserved for:		
Toll System/Software/Hardware Replacement	300,000	300,000
Roadway Rehabilitation	200,000	200,000
Invested in Capital Assets	2,130,297	2,130,296
Unrestricted	<u>494,978</u>	<u>960,099</u>
<b>Total Net Assets</b>	<b><u>\$ 3,125,275</u></b>	<b><u>\$ 3,590,395</u></b>

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**SUNOL SMART CARPOOL LANE JPA  
TOTAL PROPOSED OPERATING EXPENSES  
Fiscal Year 2013-14**

	<b>Operating Expenses</b>	<b>Operating Expenses by --- Revenues Source ---</b>	
		<b>ACCMA Capital Grants</b>	<b>Operating Revenues</b>
Operations & Maintenance Contract	\$ 800,000	\$ -	\$ 800,000
Project Management/Controls	85,000	85,000	
Revenue Collection Fees	250,000		250,000
CHP Enforcement	175,000		175,000
System Manager/Operations Support	50,000	50,000	
Express Lane Maintenance (Caltrans)	125,000	125,000	
Other Consultant Costs	50,000	50,000	
IT Support	75,000	75,000	
Alameda CTC Administration	50,000		50,000
Alameda CTC Operations	175,000		175,000
Marketing/Public Outreach	25,000	25,000	
Insurance	75,000	75,000	
Legal Fees	25,000		25,000
Miscellaneous	30,000		30,000
Rent	15,000		15,000
Utilities	15,000		15,000
<b>Total Operating Expenses</b>	<b>\$ 2,020,000</b>	<b>\$ 485,000</b>	<b>\$ 1,535,000</b>

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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 21<sup>st</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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

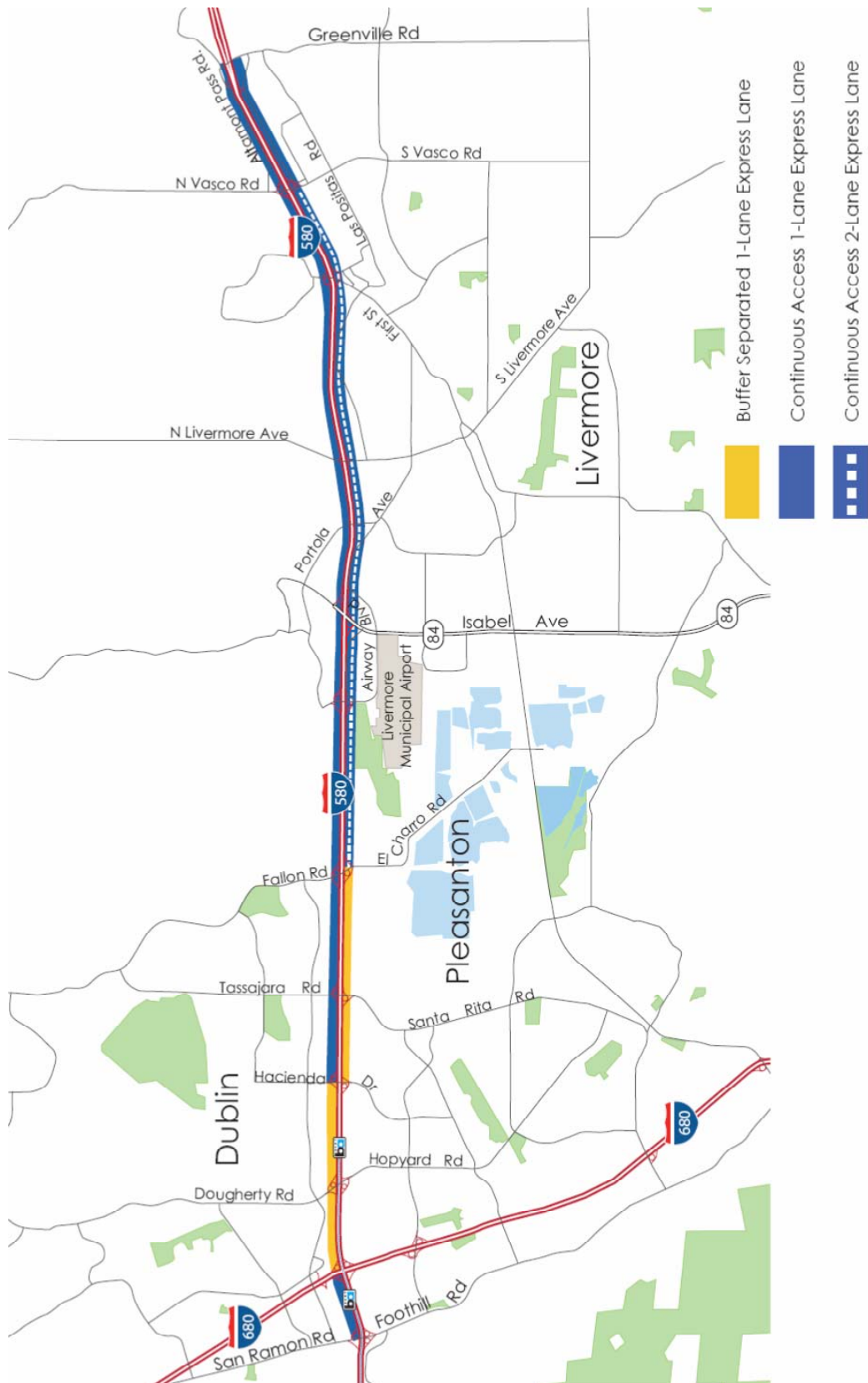
### **Staff Contact**

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

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

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

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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](http://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

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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

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##### 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.

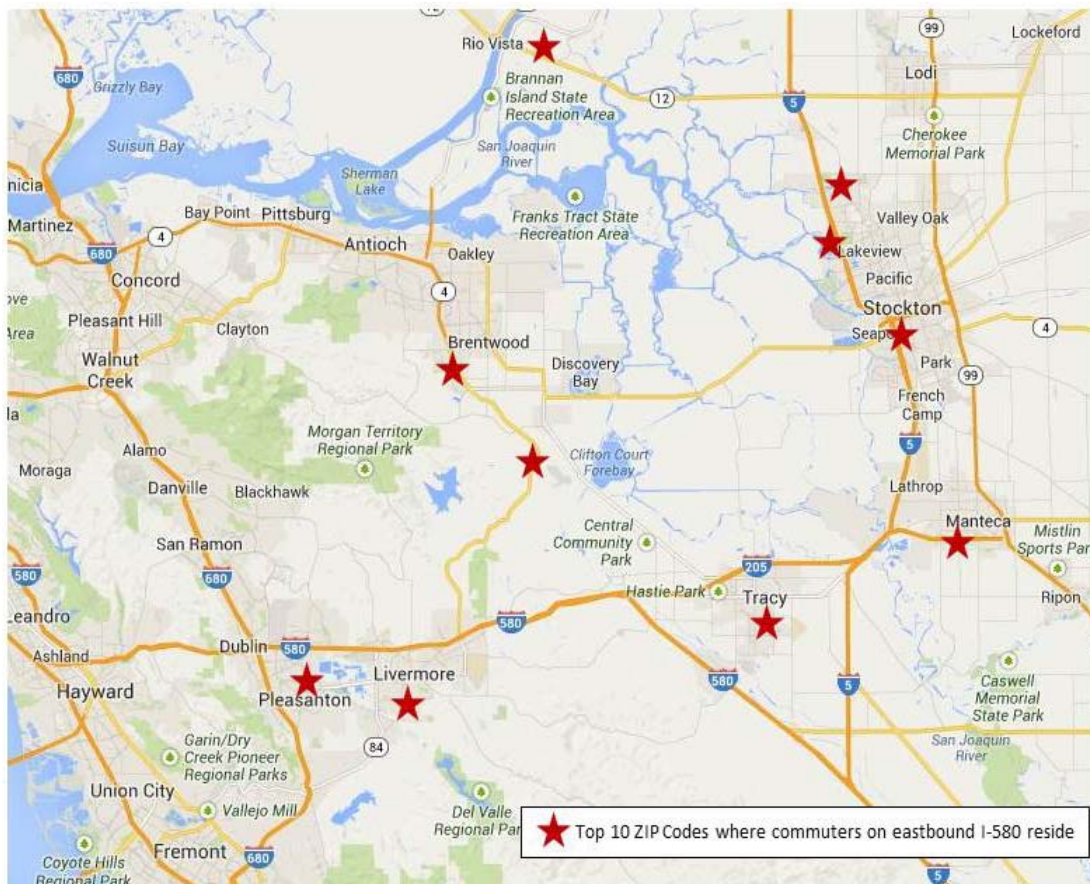
Figure 3.1 shows the top 10 ZIP Codes, along with pertinent 2011 demographic data, which were found to be the most common origins where eastbound I-580<sup>i</sup> morning commuters reside.

**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.<sup>ii</sup>

**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
<b>Total</b>		<b>28,733</b>

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.<sup>1</sup> 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.

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<sup>1</sup>InMotionConsulting. *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

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### 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"> <li>▪ \$10 in toll credits for sign-up before x date.</li> </ul>
San Diego Association of Governments I-15 Express Lanes	San Diego, CA	<ul style="list-style-type: none"> <li>▪ “Free” transponder for sign-up by x date.</li> <li>▪ \$25 in toll credits when signing up using MasterCard</li> </ul>
LA Metro	Los Angeles, CA	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ AAA Membership Discount: AAA members receive a 20% discount on their prepaid toll balance at account opening (an \$8 value).</li> </ul>
Transportation Corridor Agencies	Orange County, CA	<ul style="list-style-type: none"> <li>▪ “Free” transponder for sign-up by x date.</li> <li>▪ \$25 in toll credits when signing up using MasterCard</li> </ul>
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"> <li>▪ “Free” transponder for sign-up by x date.</li> <li>▪ \$25 in toll credits</li> </ul> 2004 – New Jersey Turnpike: <ul style="list-style-type: none"> <li>▪ Discount for use of ETC over cash.</li> </ul>
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"> <li>▪ “Free” transponder for sign-up by x date.</li> <li>▪ \$25 in toll credits</li> </ul>
MnPASS Express Lanes	Minnesota Department of Transportation	<ul style="list-style-type: none"> <li>▪ \$25 in FREE toll credits for signing up before x date</li> <li>▪ \$25 in FREE transit credits for signing up before x date</li> </ul>
SBX Express Lanes	South Bay Expressway	<ul style="list-style-type: none"> <li>▪ \$25 in FREE transit credits for signing up before x date</li> </ul>

## **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.”<sup>2</sup>
  - 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.<sup>3</sup>
  - 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.”<sup>4</sup>

**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.

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

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

<sup>4</sup>InMotionConsulting. *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

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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,<sup>iii</sup> 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

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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](http://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*

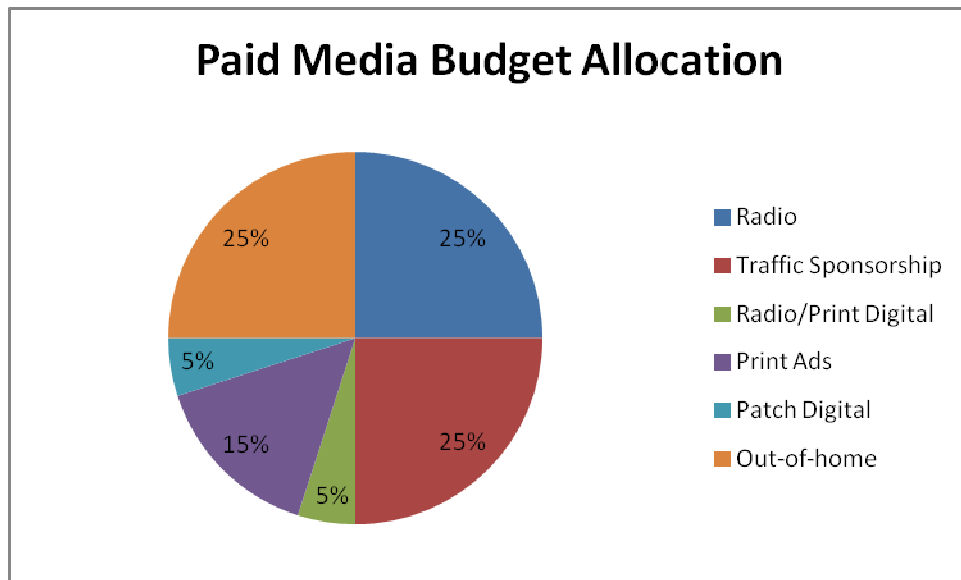
Due to higher cost, we do not recommend advertising in regional papers that reach mass audiences, such as the *San Francisco Chronicle* or *Sacramento Bee*.

#### *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.

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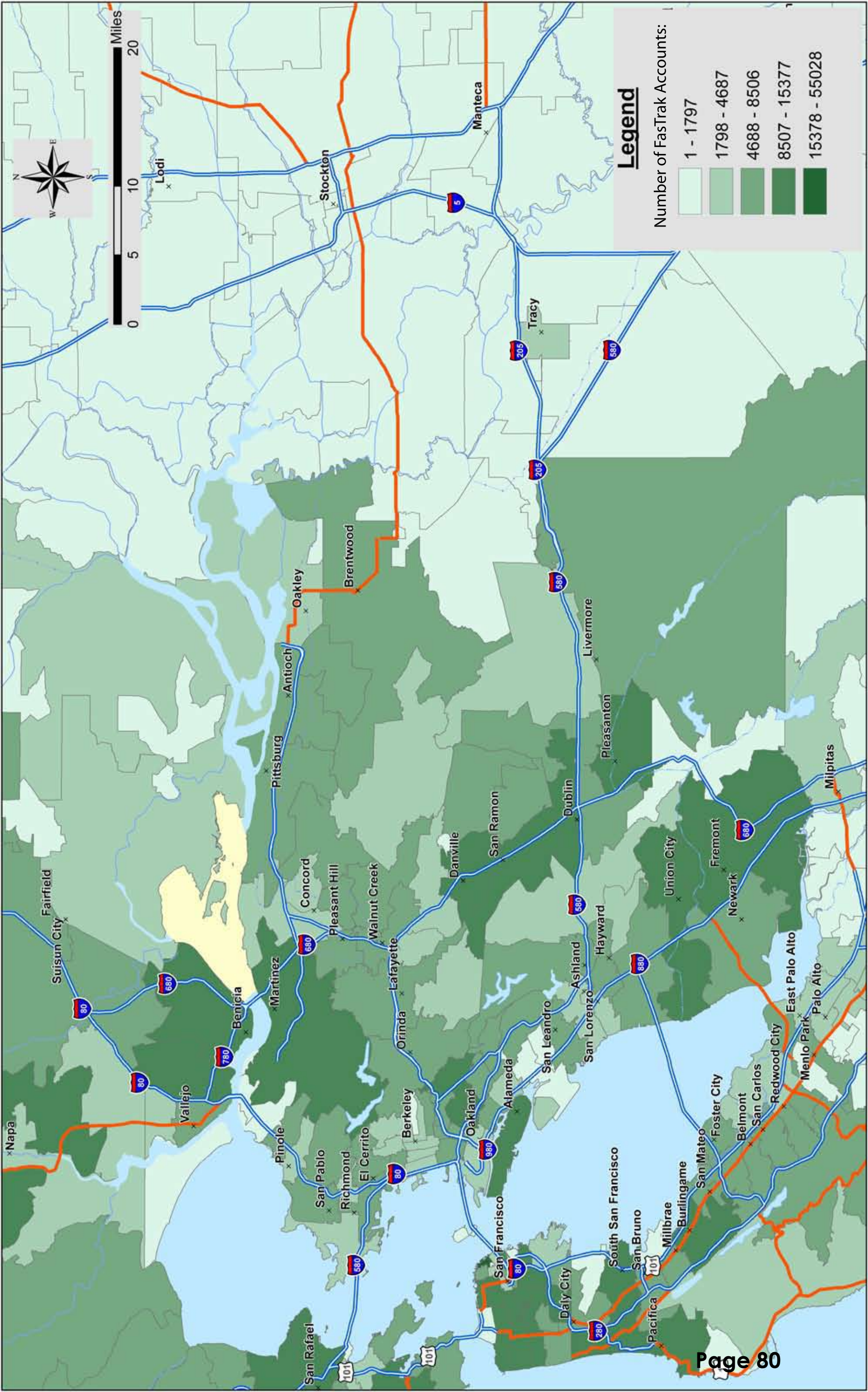
<sup>i</sup> Eastbound Trip Distribution by Zip Code on I-580 Between Hacienda Drive and Greenville Road 4-Hour PM Peak, Wilbur Smith Associates, October 2008

<sup>ii</sup> FasTrak Current Account Holder Locations by Zip Code, BATA, September 2013

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

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### Legend

Number of FasTrak Accounts:

- 1 - 1797
- 1798 - 4687
- 4688 - 8506
- 8507 - 15377
- 15378 - 55028