



# Meeting Notice

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

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

**Commission Chair**  
Supervisor Scott Haggerty, District 1

**Commission Vice Chair**  
Councilmember Rebecca Kaplan,  
City of Oakland

**AC Transit**  
Director Elsa Ortiz

**Alameda County**  
Supervisor Richard Valle, District 2  
Supervisor Wilma Chan, District 3  
Supervisor Nate Miley, District 4  
Supervisor Keith Carson, District 5

**BART**  
Director Thomas Blalock

**City of Alameda**  
Mayor Marie Gilmore

**City of Albany**  
Mayor Peggy Thomsen

**City of Berkeley**  
Councilmember Laurie Capitelli

**City of Dublin**  
Mayor Tim Sbranti

**City of Emeryville**  
Councilmember Ruth Atkin

**City of Fremont**  
Mayor William Harrison

**City of Hayward**  
Councilmember Marvin Peixoto

**City of Livermore**  
Mayor John Marchand

**City of Newark**  
Councilmember Luis Freitas

**City of Oakland**  
Vice Mayor Larry Reid

**City of Piedmont**  
Mayor John Chiang

**City of Pleasanton**  
Mayor Jerry Thorne

**City of San Leandro**  
Vice Mayor Michael Gregory

**City of Union City**  
Mayor Carol Dutra-Vernaci

**Executive Director**  
Arthur L. Dao

## Programs and Projects Committee

**Monday, November 4, 2013, 12-1:30 p.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.

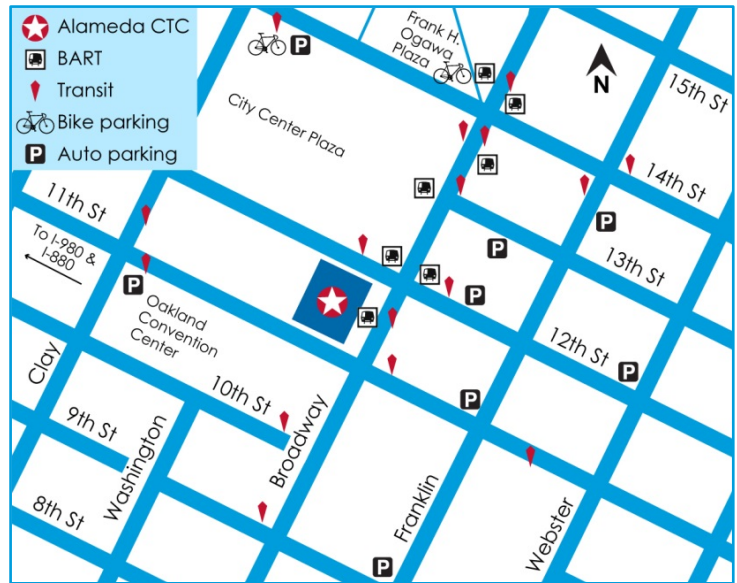
### Glossary of Acronyms

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).

## Connect with Alameda CTC

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



[facebook.com/AlamedaCTC](https://facebook.com/AlamedaCTC)

[@AlamedaCTC](https://twitter.com/AlamedaCTC)

[youtube.com/user/AlamedaCTC](https://youtube.com/user/AlamedaCTC)



# Programs and Projects Committee Meeting Agenda Monday, November 4, 2013, 12 p.m.

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

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

## 1. Pledge of Allegiance

**Chair:** Vice Mayor Larry Reid, City of Oakland

## 2. Roll Call

**Vice Chair:** Councilmember Suzanne Chan, City of Fremont

**Commissioners:** Ruth Atkin, Laurie Capitelli, Carol Dutra-Vernaci, Luis Freitas, Nate Miley

## 3. Public Comment

**Ex-Officio Members:** Scott Haggerty, Rebecca Kaplan

**Executive Director:** Arthur L. Dao

**Clerk:** Vanessa Lee

## 4. Consent Calendar

Page A/I

### 4.1. [October 14, 2013 PPC Meeting Minutes](#)

1 A

Recommendation: Approve the October 14, 2013 meeting minutes.

## 5. Programs

### 5.1. [Revised State Transportation Improvement Program \(STIP\) Fund Estimate](#)

5 A

Recommendation: 1) Approve Revised 2014 Regional Transportation Improvement Program (RTIP) Program based on the Revised STIP Fund Estimate, and 2) Approve exchange of 2014 STIP funds.

### 5.2. [Safe Routes to Schools Annual Update](#)

7 I

### 5.3. Transportation Expenditure Plan Update (Verbal)

I

## 6. Projects

### 6.1. [I-580 Express Lanes Project \(PN 720.4/724.1\) Outreach and Education Plan: Issuance of Request for Proposals for Public Outreach and Education Services](#)

15 A

Recommendation: Authorize the release of a Request for Proposals (RFP) for implementation of a Public Outreach and Education Plan for the I-580 Express Lanes and authorize the Executive Director, or a designee of the Executive Director, to negotiate and execute one or more professional services agreements with consultants or consultant teams selected as a result of the RFP process in accordance with procurement procedures.

**7. Staff Reports (Verbal)**

**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.



# Programs and Projects Committee Meeting Minutes Monday, October 14, 2013, 12 p.m.

4.1

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

## 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 PPC Meeting Minutes

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

## 5. Programs

### 2014 State Transportation Improvement Program (STIP): Final Regional Transportation Improvement Program (RTIP)

Matt Todd recommended that the Commission approve Resolution 13-012 for the 2014 RTIP Program which includes the list of projects approved by the Commission in September 2013, and approve any project specific resolutions for projects that will require administration by the Alameda CTC. Matt stated that the Alameda CTC approved the final list of projects last month.

*Commissioner Kaplan motioned to approve this Item. Commissioner Capitelli seconded the motion. The motion passed unanimously.*

### 5.1. Measure B/Vehicle Registration Fee Compliance Reserve Policies and Monitoring Procedures

Matt Todd recommended that the Commission approve Measure B/Vehicle Registration fee (VRF) compliance reserve policies and monitoring procedures for administration of pass-through funds. Matt stated that almost \$640 million were distributed of pass thru funds and VRF had \$14.4million. He stated that the master funding agreement covers distribution and was updated in spring 2012. He reviewed the reserve types in the plan, the annual compliance reporting and review process, and the draft monitoring policies. Matt concluded by provided a summary of funding adjustments scenarios and program compliance target dates.

Commissioner Kaplan wanted to know if the Alameda CTC Technical Advisory Committee had seen and reviewed the information. Matt stated that the item went to ACTAC and it was approved.

Commissioner Kaplan motioned to approve this item. Commissioner Freitas seconded the motion. The motion passed unanimously.

## **5.2. Alameda CTC Semi-Annual Programs Status Update**

John Hemiup provided the Alameda CTC semi-annual Programs status update. He provided information on allocation and distributions of funds for the Measure B and the VRF Programs. John highlighted tax revenue for the first half of the fiscal year, reviewed the 37-active projects, fund balances and future tasks.

*This item was for information only.*

## **6. Projects**

### **6.1. Central County Same Day Transportation Programs**

John Hemiup recommended that the Commission approve an amendment to the current Memorandum of Understanding with the City of Hayward to obtain additional funds of \$154,000 to support the Central County Same Day Transportation Contract and authorize the Executive Director to execute all necessary agreements. John stated that the program has been successful and is currently exceeding ridership expectation.

*Commissioner Capitelli motioned to approve this item. Commissioner Atkin seconded the motion. The motion passed unanimously.*

### **6.2. Webster Street SMART Corridor Project (PN 740.0): Amendment No. 4 to the Professional Services Agreement CMA A10-010 with Harris & Associates Inc.**

Raj Murthy recommended that the Commission approve the amendment and authorize the Executive Director to execute Amendment No. 4 to Agreement No. CMA A10-010 with Harris & Associates, Inc. for construction management services.

Commissioner Kaplan wanted to know where the extra funds needed for the amendment would come from. Raj stated that the funds will come from federal sources and be matched with regional dollars from MTC.

*Commissioner Kaplan motioned to approve this item. Commissioner Freitas seconded the motion. The motion passed unanimously.*

### **6.3. Guaranteed Ride Home Contract Extension and Augmentation**

Matt Bomberg recommended that the Commission approve an extension to Professional Services Agreement A12-0007 with Nelson/Nygaard Consulting Associates for Guaranteed Ride Home Program Operations through November 1, 2014 and allocate \$115,000 of TFCA funding for an additional year of program operations and program enhancements.

*Commissioner Kaplan motioned to approve this item. Commissioner Kaplan seconded the motion. The motion passed unanimously.*

**6.4. Dumbarton Corridor Improvements Project (PN 625.0): Nomination of Tri-City Candidate Projects for Remaining RM2 Allocation, Program Remaining Measure B, and Commit to Re-direct the Future STIP Funds to Planning Area 3 Projects**

Raj murthy recommended that the Commission approve the nomination of the Tri-City candidate projects to receive the remaining RM2 allocation, program \$13 million in Measure B funds to the Central Avenue Overpass Project, and re-direct the \$69 million future STIP commitment to Planning Area 3 projects. Raj stated that the development team has agreed to put the environmental document on hold. A series of meetings were held with stakeholders for the projects and it was decided to create a list of nominations of projects to re-direct future funds to.

Commissioner Haggerty wanted to know if there had been conversations with MTC regarding the project and the proposed projects listed. Art stated that there had been extensive dialogue with MTC and it was determined that there will be projects identified with a direct nexus to the dumbarton rail corridor.

Commissioner Haggerty urged staff to make sure that BART and MTC were well informed about the actions being considered by the Commission. Art stated that he will coordinate with BART on the issues presented.

*Commissioner Kaplan motioned to approve this item. Commissioner Freitas seconded the motion. The motion passed unanimously.*

**6.5. Various Projects: Amendments to Professional Services and Grant Agreements for Time Extensions**

Trinity Ngu recommended that the Commission approve time extensions and authorize the Executive Director to execute amendments for requested time extensions to Professional Services and Grant Agreements in support of the Alameda CTC's Capital Projects and Program delivery commitments.

*Commissioner Kaplan motioned to approve this item. Commissioner Miley seconded the motion. The motion passed unanimously.*

**6.6. Alameda CTC Semi-Annual Capital Projects Update**

Raj Murthy presented the Alameda CTC Semi-Annual Capital Projects Update. He provided a review of the program summary, active projects summary percentages by phase, a status on the four measure B projects, an update on the capital project allocation plan FY 13/14 and programming for the Prop 1B Bond projects. Raj concluded by reviewing upcoming projects, and current and upcoming milestones.

*This item was for information only.*

**7. Committee Member Reports**

There were no committee member reports.

**8. Staff Reports**

Tess Lengyel gave an update on the TEP ad-hoc committee that met on September 26, 2013.

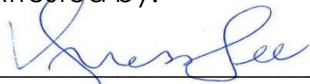
**9. Adjournment/ Next Meeting**

The meeting adjourned at 1:05 p.m. The next meeting is:

Date/Time: Monday, November 4, 2013 @12:00 p.m.

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

Attested by:



---

Vanessa Lee,  
Clerk of the Commission





# Memorandum

5.1

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

**DATE:** October 28, 2013

**SUBJECT:** Revised State Transportation Improvement Program (STIP) Fund Estimate

**RECOMMENDATION:** 1) Approve Revised 2014 Regional Transportation Improvement Program (RTIP) Program based on the Revised STIP Fund Estimate, and  
2) Approve exchange of 2014 STIP funds.

## Summary

At the September 2013 meeting, the Alameda CTC Board approved the projects included in the Final 2014 State Transportation Improvement Program (STIP). At its October 7, 2013 meeting, the California Transportation Commission (CTC) approved a revised 2014 STIP Fund Estimate which increased the funding available to program to projects in Alameda's RTIP county share by about \$1.7 million. Staff proposes to program this additional capacity to AC Transit's Bus Rapid Transit project.

Staff also recommends an exchange proposal of STIP and 1986 Measure B funds. The exchange would consolidate STIP funding from 3 projects into the East-West Connector project.

## Background

The STIP is a multi-year capital improvement program of transportation projects on and off the State Highway System, funded with revenues from the State Highway Account and other funding sources. At its October 7, 2013 meeting, the California Transportation Commission (CTC) approved a revised 2014 STIP Fund Estimate which increased the funding available to program to projects in Alameda's RTIP county share by about \$1.7 million. Staff proposes to program this additional capacity to AC Transit's Bus Rapid Transit (BRT) project. The BRT project is included in the 2014 STIP projects approved by the Alameda CTC Board in September 2013.

The 2014 STIP list of projects also included \$8 million to the Infrastructure Bond projects' backfill, \$2 million to the Caldecott Settlement Projects and \$2 million (of \$12 million overall) to the SR-84 South Segment Project. Staff is proposing an exchange of STIP and 1986 Measure B funds. The exchange would consolidate \$12 million STIP funding from the above mentioned 3 projects into the East-West Connector Project. Implementing this

exchange would allow the funding for the 3 projects to be available in the short term, in advance of the availability at the end of the 5 year window of the STIP program funds. The 3 projects could be advanced using the now available Measure B funds. The exchanged funds will administered through the CMATIP program.

The revised 2014 Regional Transportation Improvement Program fund estimate also increases the funds available to the Alameda CTC to administer the STIP program.

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

**Staff Contact:**

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

[Matt Todd](#), Principal Transportation Engineer

[Vivek Bhat](#), Senior Transportation Engineer



# Memorandum

5.2

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

**DATE:** October 28, 2013

**SUBJECT:** Safe Routes to Schools Program Annual Update

**RECOMMENDATION:** Receive an annual update on Safe Routes to Schools Program.

## Summary

The purpose of this item is to provide the Commission with information related to the Alameda County Safe Routes to Schools (SR2S) Program for 2012-2013 Year-End Report and key activities for 2013-2014 school year. This item is for information only.

This staff report and presentation will briefly review the following key areas:

- Growth of the SR2S Program over the past seven years;
- Enhanced selection process implemented in 2012-13;
- An update on the High School Pilot Program;
- How students are traveling; and,
- A look ahead to 2013-14 school year.

## Background

Alameda County's SR2S Program is a countywide program that promotes and encourages safe walking and bicycling to school, as well as carpooling and public transit use. As part of the Metropolitan Transportation Commission's new Climate Initiatives program, the seven year-old Alameda County Safe Routes to Schools Program has expanded and will reach nearly 150 schools across the county in the upcoming 2013-14 school year, engaging students from kindergarten through 12th grade.

The Alameda County SR2S program promotes safe and healthy transportation choices for parents and children. The program began in 2006 as a pilot at four schools, funded with a Caltrans SR2S grant and Measure B funds. Since then, the program has expanded dramatically and in 2012-2013, reached more than 140 schools across Alameda County. The current program is administered by the Alameda County Transportation Commission and funded by Federal Congestion Mitigation and Air Quality funds, Federal Surface Transportation Program funds, and local Measure B funds.

During the 2012-2013 school year, Alameda County's SR2S team organized and delivered over 400 individual events to 102 schools. An enhanced selection process was adopted with the dual goals of distributing the programming equitably throughout the County and selecting schools with optimal chances of success. Schools were evaluated based on socio-economic characteristics, land use, barriers to active transportation, collision history, and the presence of a school champion and task force to assist with program implementation. The extensive SR2S program provided a comprehensive program to over 95 elementary and middle schools, technical assistance to 45 elementary and middle schools, along with a new pilot program for six high schools in Alameda County.

The Alameda County SR2S program was primarily structured around four big events: International Walk and Roll to School Day in October, Carpool to School Day in February, the Golden Sneaker Contest in March, and Bike to School Day in May. The 2012-13 school year saw increased participation and engagement of students for these events throughout the County. To maintain the enthusiasm generated by these coordinated events, Alameda County SR2S worked with schools to organize ongoing walking and biking activities. In 2012-2013, 30 schools held regular Walk and Roll to School Days and 24 schools had parent-led Walking School Buses.

In 2012, Alameda County Transportation Commission launched the BikeMobile, a free mobile bicycle repair service. This service is independent of but coordinated with Alameda County SR2S programs. In 2013, the BikeMobile visited 77 schools participating in Alameda County's Safe Routes to Schools program, repaired 1,700 bikes, and a resultant 117 percent increase in bicycling at these schools after the visits.

In fall 2013, Alameda County SR2S continued the pilot programs at Oakland Technical High, San Lorenzo High, Dublin High, Albany High, Irvington High in Fremont, and Foothill High in Pleasanton. In the first year of the high school pilot program, we made contact with over 1,200 students and 150 adults at the six pilot high schools. A key finding over the course of the two-year pilot program is that meeting with students frequently helps maintain their excitement about the program and improves retention. Integrating Alameda SR2S into existing clubs and classes has helped establish program activities as part of the ongoing school curriculum. Furthermore, there is a demonstrated level of interest and enthusiasm in the topic area of public health and the environment, and about projects that impact behavior changes.

The primary goal of the Alameda County SR2S program is to increase the percentage of students that travel to and from school by walking, biking, carpooling, school bus and transit. To measure these changes, the program has conducted student hand tallies and parent surveys since 2008. Beginning the spring semester 2012, the evaluation effort expanded, with all schools enrolled in the comprehensive program asked to complete surveys and serves as a baseline against which to measure mode shift.

According to the student tally data, thirty-one percent of trips are via active transportation, with 29 percent of trips by foot and almost 3 percent of trips by bike.

During the 2013-2014 school year, Alameda County SR2S will focus on the following improvements and new items:

- Strengthen program evaluation by collecting more data, building data collection into programming, and collating data on a regular basis.
- Expanding participating at the four key events (International Walk and Roll to School Day in October, Carpool to School Day in February, the Golden Sneaker Contest in March, and Bike to School Day in May.
- Provide additional Skills Drills bike rodeos, for additional hands-on re-enforcement.
- Provide and present information to School Districts and Cities about the program in the respective jurisdiction to facilitate better coordination and further growth of the program at School.

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

## Attachments

- A. [Draft Alameda County Safe Routes to Schools Program 2012-2013 Year-End Report](#)  
[Alameda County Safe Routes to Schools: 2013-2014 School Year Participating Schools-](#)  
*Hyperlinked to website*
- B. Alameda County Safe Route to Schools, Participating Schools for 2013-2013 School Year

## Staff Contact

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

[Arun Goel](#), Program Manager (Safe Routes to School)

***This page intentionally left blank***

## **Alameda County Safe Routes to Schools, Participating Schools for the 2013-2014 School Year**

### **North County Planning Area**

#### **41 Schools (39 Elementary/Middle, 2 High Schools)**

##### **Alameda City Unified**

##### **6 Schools**

Henry Haight Elementary Frank Otis Elementary Maya Lin School Lincoln Middle Nea CLC Ruby Bridges Elementary
---

##### **Albany Unified**

##### **4 Schools**

Cornell Elementary Ocean View Elementary Albany Middle Albany High
---

##### **Berkeley Unified**

##### **7 Schools**

Malcolm X Elementary Rosa Parks Environmental Science Magnet Washington Elementary (BUSD) Martin Luther King Middle Jefferson Elementary Berkeley Arts Magnet Cragmont Elementary
---

##### **Emery Unified**

##### **1 School**

Anna Yates Elementary
-----------------------

##### **Oakland Unified**

##### **22 Schools**

International Community Peralta Elementary Laurel Elementary Reach Academy Westlake Middle Manzanita Community RISE Community New Highland Elementary Think College Now Cleveland Elementary Community United Elementary
--

**Oakland Unified, Cont'd**

Achieve Academy World Academy Manzanita SEED Futures Elementary Fred Korematsu Discovery Hoover Elementary Glenview Elementary Edna Brewer Middle Sequoia Elementary Redwood Heights Elementary Oakland Technical High School
---

**Piedmont Unified****1 School**

Beach Elementary
------------------

**Central County Planning Area****25 Schools (24 Elementary/Middle, 1 High School)****Castro Valley Unified****3 Schools**

Castro Valley Elementary Stanton Elementary Marshall Elementary
---

**Hayward Unified****9 Schools**

Bret Harte Middle Cherryland Elementary Tyrell Elementary Burbank Elementary Fairview Elementary Harder Elementary Strobridge Elementary Park Elementary Southgate Elementary
---

**San Leandro Unified****5 Schools**

Roosevelt Elementary Wilson Elementary Washington Elementary Garfield Elementary Jefferson Elementary
---

**San Lorenzo Unified****8 Schools**

Hillside Elementary Edendale Middle Bohannon Middle
---



**San Lorenzo Unified, Cont'd**

Grant Elementary Dayton Elementary Lorenzo Manor Elementary Corvallis Elementary San Lorenzo High School
--

**East County Planning Area****16 Schools (14 Elementary/Middle, 2 High Schools)****Dublin Unified****8 Schools**

James Dougherty Elementary Kolb Elementary Murray Elementary Fredericksen Elementary John Green Elementary Dublin Elementary Wells Middle Dublin High School
---

**Livermore Valley Joint Unified****4 Schools**

Junction K-8 East Avenue Middle Jackson Avenue Elementary Altamont Creek Elementary
--

**Pleasanton Unified****4 Schools**

Henry P. Mohr Elementary Harvest Park Middle Pleasanton Middle Foothill High School
--

**South County Planning Area****23 Schools (22 Elementary/Middle, 1 High School)****Fremont Unified****15 Schools**

Brier Elementary Parkmont Elementary G. M. Walters Junior High Fred Weibel Elementary Oliveira Elementary O.N. Hirsch Elementary James Leitch Elementary John G. Mattos Elementary Ardenwood Elementary Mission Valley Elementary
--

**Fremont Unified, Cont'd**

Niles Elementary
Joseph Azevada Elementary
Brookvale Elementary
*Held space for one more school to enroll at a later date to keep geographic equity
Irvington High School

**New Haven Unified****7 Schools**

Searles Elementary
Alvarado Elementary
Cesar Chavez Middle
Delaine Eastin Elementary
Tom Kitayama Elementary
Guy Jr. Emanuele Elementary
Pioneer Elementary

**Newark Unified****1 School**

John Kennedy Elementary
-------------------------



# Memorandum

6.1

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

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

**DATE:** October 28, 2013

**SUBJECT:** Public Outreach and Education Services for I-580 Express Lanes (Project Number 720.4/724.1)

**RECOMMENDATION:** Authorize the release of a Request for Proposals (RFP) for implementation of a Public Outreach and Education Plan for the I-580 Express Lanes and authorize the Executive Director, or a designee of the Executive Director, to negotiate and execute one or more professional services agreements with consultants or consultant teams selected as a result of the RFP process in accordance with procurement procedures.

## 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.

A strong public information and outreach effort that begins prior to construction and continues through and past project opening will be critical to the success and performance of the I-580 Express Lanes, as well as to the success of future express lanes in the Bay Area. A draft Public Outreach and Education Plan was developed to guide public information and outreach efforts of the I-580 Express Lanes and is included in Attachment A. The draft plan outlines communication, education and outreach goals, target audiences, key messages, research needs, information distribution methodologies and materials, and a specific timeline for pre-opening educational efforts, specific marketing for FasTrak® account holders, project opening activities and the post-opening on-going educational and marketing efforts. The draft plan includes opportunities and a targeted effort to collaborate with regional express

lane partners. Staff coordinates regularly with agency partners on the express lanes and has incorporated opportunities in the draft plan for expanded public education and outreach activities that could build off the Alameda CTC work on I-580 for use throughout the region, as applicable. Staff recommends authorization to release a request for proposals to hire a consultant team to provide strategic public education and outreach efforts for the I-580 Express Lanes by finalizing and implementing the Draft Public Outreach and Education Plan. The scope of services is included in Attachment B.

## **Background**

The I-580 Express Lanes Project will convert the newly constructed high occupancy vehicle (HOV) lanes, from Hacienda Drive to Greenville Road in the eastbound direction (11 miles) and the HOV lanes currently under construction from Greenville Road to San Ramon Road/Foothill Road in the westbound direction (14 miles), to a new express lane facility. It is expected to be operational in fall 2015.

Express lanes are still a new concept in the Bay Area, and the nation. Currently, only two express lanes are operating in the region: on southbound I-680 in Alameda and Santa Clara Counties and on Route 237 in Santa Clara County. The I-580 Express Lanes will be the third in operation, and the first to incorporate continuous access. Region-wide public education and outreach to ensure widespread understanding and acceptance will be critical to their success.

The success and performance of the I-580 Express Lanes are dependent in large part on the following:

- Rapid acceptance and proper usage of the express lane by the target market
- Smooth, safe operations during opening day and the subsequent months
- Positive media coverage and word of mouth support
- Region-wide collaboration to ensure consistent messaging

The attached scope of work includes two tasks for the finalization and implementation of the Draft Public Outreach and Education Plan, which incorporate interagency coordination, development of educational materials, finalization and implementation of the outreach plan, as well as media relations, special events, management team meetings and a post-express lane opening report on effectiveness of communications efforts and opportunities for continued outreach and education.

The scope of work includes three optional tasks, which may be dependent upon regional collaboration and funding to support coordinated outreach materials and regional express lane marketing efforts to provide a consistent message to commuters and businesses throughout the Bay Area.

Goals include informing corridor users, including commuters, transit users, freight carriers and businesses that use the corridor of the changes that are coming to I-580, the benefits of the

project, and how it will operate in order to ensure proper safe use of the lanes and positive impressions.

A strategic education, outreach and marketing campaign strategy is expected to be implemented from spring 2014 through a minimum of six months after opening and up to one year (fall 2016) after the launch of the I-580 Express Lanes. On-going region-wide education and outreach efforts may be conducted thereafter, for a total project timeframe of up to five years.

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.

#### **Fiscal Impact:**

The fiscal impact for approving this item is \$500,000, which was included in the FY13-14 budget, with the option of including just under \$500,000 of regional partner funding for a total cost not to exceed \$1.0 million over five years.

#### **Attachments**

- A. Draft Express Lanes Public Outreach and Education Plan
- B. Scope of Work for I-580 Express Lanes Public Outreach and Education Services

#### **Staff Contact**

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

***This page intentionally left blank***

October 23, 2013

## EXPRESS LANES PUBLIC OUTREACH AND EDUCATION PLAN FOR ALAMEDA COUNTY

Contract No. CMA #A08-030

SOLEM & ASSOCIATES



## Table of Contents

---

Executive Summary .....	2
Section 1 – Situation Analysis.....	4
Section 2 – Concept for Marketing I-580 Express Lanes and FasTrak® .....	5
Section 3 – Branding.....	10
Section 4 – Audience Strategy.....	12
Section 5 – Strategy – Promotion, Price, Distribution and Product .....	16
Section 6 – Social Justice Strategy .....	22
Section 7 – Community-Based Marketing Plan – Outreach, Marketing and Communications .....	24
Attachment 1 – Conceptual Marketing Schedule	
Attachment 2 – FasTrak Account Holder Map	



## Executive Summary

---

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

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

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

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

Successful outreach will rely on a strategy that touches all the bases – community outreach, employer outreach, media and materials that explain the I-580 Express Lanes to multiple audiences in multiple languages. To launch the public outreach program, specific materials may need to be developed quickly, including content for BATA's FasTrak ([bata.mtc.ca.gov](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

---

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

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

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

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

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

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

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

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

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

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

#### 4. Audience Strategy

---

##### Market Segmentation

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

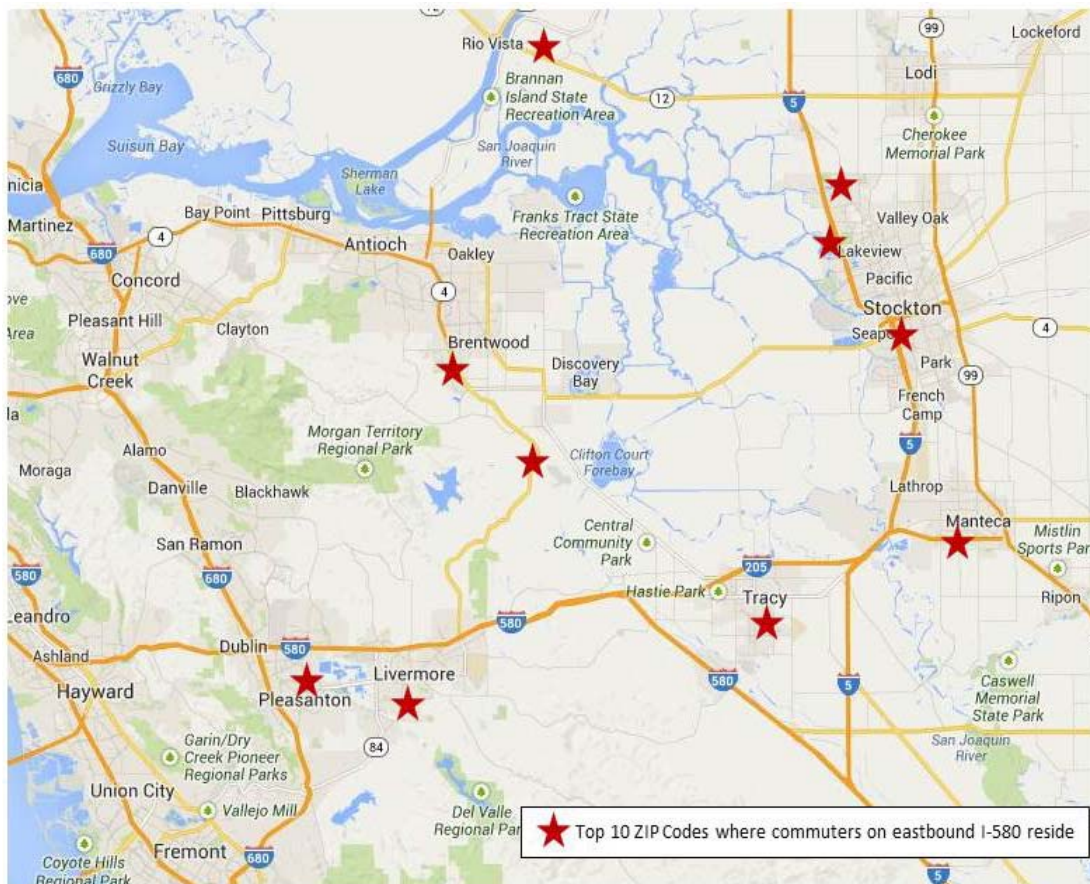
Figure 3.1 shows the top 10 ZIP Codes, along with pertinent 2011 demographic data, which were found to be the most common origins where eastbound I-580<sup>i</sup> morning commuters reside.

**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.

---

<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

---

### 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

---

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

---

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*

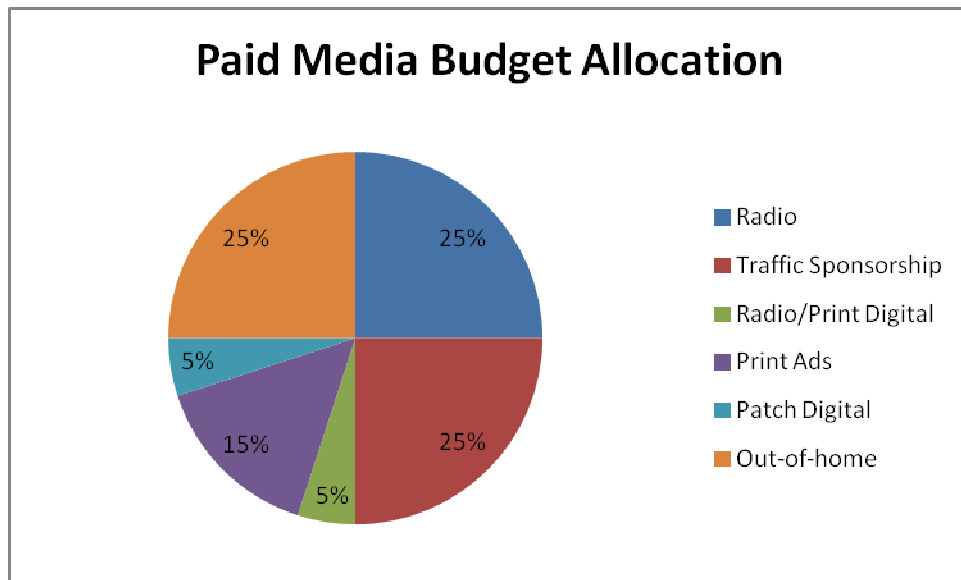
Due to higher cost, we do not recommend advertising in regional papers that reach mass audiences, such as the *San Francisco Chronicle* or *Sacramento Bee*.

#### *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.

---

<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

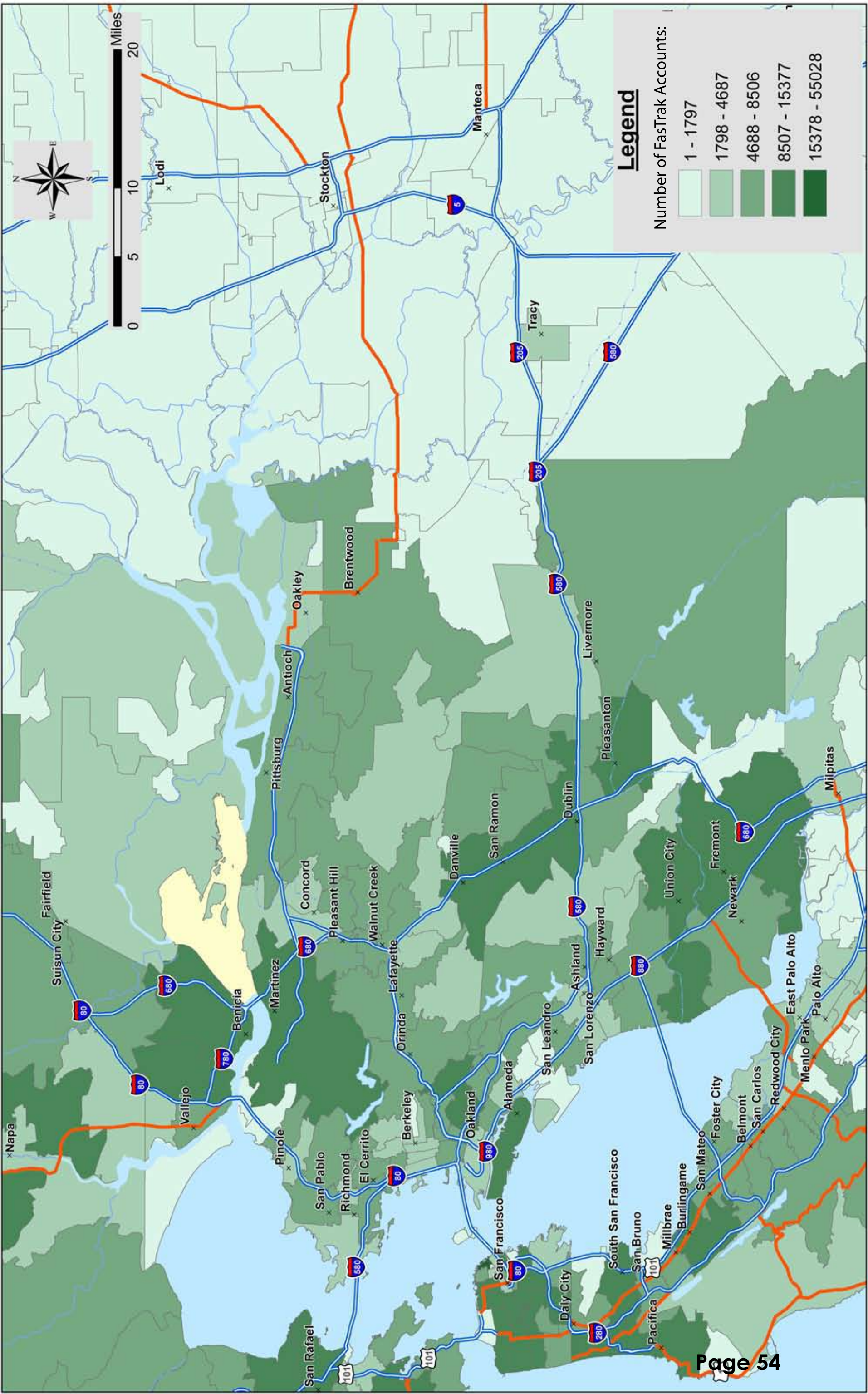
<sup>ii</sup> FasTrak Current Account Holder Locations by Zip Code, BATA, September 2013

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



Page 53





### Legend

Number of FasTrak Accounts:

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



## Scope of Work for I-580 Express Lanes Public Outreach and Education

Alameda CTC seeks to engage a consultant to provide a full range of strategic public information and outreach services to support the forthcoming I-580 Express Lanes, slated to open in fall 2015. Development and implementation of the I-580 Express Lanes 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. This is the second express lane project that will be implemented in Alameda County and is part of a larger Bay Area Express Lane network that is being implemented with partner agencies.

The first express lane in Alameda County was opened in 2010 on I-680. The I-580 and I-680 Express Lanes, governed by Alameda CTC, are integral components of a larger Bay Area – wide express lanes network, a collaboration of current and future express lanes in the region. Multiple public agencies are engaged in the development and implementation of express lanes in the Bay Area including Alameda CTC, Contra Costa Transportation Authority, the Metropolitan Transportation Commission, Santa Clara Valley Transportation Authority, and Solano Transportation Authority. Alameda CTC will implement public education and outreach activities in coordination and collaboration with partner agencies to ensure clarity and as much uniformity as possible and as applicable for the public to understand and easily use the express lanes in the Bay Area.

The Express Lanes on I-580 will consist of a double lane in the eastbound direction and a single westbound express lane. The I-580 express lanes are under design to be near continuous access lanes, which means that there will not be a series of ingress and egress access points as there are on the current express lane on southbound I-680. Rather, drivers will have more access to the lanes throughout the whole corridor and can move into them similarly to how drivers enter into high occupancy vehicle lanes. Signs will indicate the cost to enter the lanes along the corridor, and tolls will be levied by zone throughout the lanes with the use of FasTrak® transponders.

A strong public information and outreach effort will be necessary to ensure the broad acceptance and use of the express lanes on I-580 and throughout the region, while supporting the public's understanding of the many commonalities of the regional express lanes as well as their unique attributes. All express lanes in the Bay Area require the use of FasTrak® transponders, and Alameda CTC anticipates that significant express lane public information, education and outreach will include collaboration with other express lane operators and will incorporate education to current and future FasTrak® customers.

Public information and outreach shall not only target potential toll-paying users of the express lanes, but shall identify and target those who will benefit from reduced congestion in the general purpose lanes, businesses that will benefit from consistent drive times for goods movements and services, and drivers and transit operators that will benefit from greater efficiencies within the corridor.

It is anticipated that a phased implementation of the Public Outreach and Education Plan will occur between January 2014 and at minimum up to six months after opening or up to a year (fall 2016).

### **GENERAL QUALIFICATIONS**

1. Proposer shall have demonstrated experience with providing thorough and creative information and outreach activities for managed lanes, including identification and targeted outreach to key stakeholders, the media and the public, and appropriately timed delivery of information and outreach to ensure broad acceptance, support and use of the lanes for both pre- and post-opening.
2. Proposer shall have demonstrated ability to work collaboratively with multiple agencies, at varying degrees of readiness, toward a common public education goal.
3. Proposer's work experience shall include public outreach and tactical execution of strategic communications to identify and educate potential express lane users and stakeholders, and must demonstrate actual experience in performing effective outreach and education to media, elected officials, businesses and other agencies.
4. Proposer shall possess all permits, licenses, and professional credentials necessary to perform the required services.
5. Proposer shall be in compliance with all federal and state requirements applicable to provision of services of the type described in this RFP.
6. Proposer's clients should not pose conflict of interest issues for Alameda CTC, nor should their interest be in direct conflict with Alameda CTC's mission.

### **SCOPE OF SERVICES**

Alameda CTC is issuing a contract for Public Outreach and Education for the I-580 Express Lanes and other related matters associated with the successful launch of Alameda CTC-governed express lanes and the region-wide Bay Area Express Lanes. The successful proposer shall demonstrate a strategic approach to delivering information in a way that builds greater understanding and thus broad acceptance of the lanes over time.

The goals of public information and outreach efforts include:

- Develop widespread understanding of the benefits of express lanes on I-580 and region-wide, as applicable;
- Develop broad public understanding of why and how to use express lanes;
- Ensure a smooth transition for users of HOV lanes and new audiences;
- Promote the proper and safe use of express lanes;
- Promote increased use of express lanes to reduce traffic congestion and support more consistent travel times;
- Promote the breadth of transportation choices along the I-580 corridor and throughout Alameda County; and
- Demonstrate how express lane investments benefit the corridor, offer choices and increase opportunities for additional investments within the corridor.

This RFP seeks services for the I-580 Express Lanes as described below. If the consultant recommends additional tasks outside those listed below as effective methods for educating about express lanes, the consultant is requested to include those items in a separate optional task and as a separate item in the cost proposal.

## **TASK 1: Finalize and Implement Public Outreach and Education Plan**

Finalize and implement the Public Outreach and Education Plan for the I-580 Express Lanes, including coordinated marketing efforts with partners to foster consistent communications for the region-wide express lane network, as applicable. This plan will be the foundation upon which all education and outreach activities are conducted, and includes methodologies for identification of target audiences, key messages, education and outreach methods, tools and materials, as well as a timeline for implementation. The plan shall be implemented in the spirit of collaboration and best practices for the public. Interagency coordination could include work with MTC, all regional express lanes operators, the California Highway Patrol (in its role to provide enforcement on the managed lanes), Caltrans and other partner agencies in the region, including San Joaquin County.

### **Deliverables**

- 1.1 Finalize the Draft Public Outreach and Education Plan
- 1.2 Strategic implementation of the Public Outreach and Education Plan
- 1.3 Report on outreach efforts, including, but not limited to individual impressions, social media and website analytics, and public outreach meeting/fair/event attendance.

- 1.4 Attendance at, and participation in, monthly region-wide coordination meetings, as requested.

### **TASK 2: Post-Opening Education and Outreach Report**

Successful express lanes public information and outreach will be an ongoing effort, continuing once the lanes are in operation. However, post-opening public information and education efforts will need to be adjusted and updated to reflect the most current public perceptions and understanding of value of the lanes and to address potential lane use by additional I-580 travelers. Evaluating the efficacy of past outreach and educational efforts and reflecting on lessons learned will be key to developing an ongoing outreach and education plan to respond to the needs of existing and potential express lane corridor users.

#### **Deliverable**

- 2.1 A detailed report that evaluates education and outreach efforts up to and including the opening and the initial operating period of the I-580 Express Lanes, and includes lessons learned and suggestions for future public information and outreach opportunities to support on-going successful education and outreach for the express lanes.

### **OPTIONAL TASKS**

#### **OPTIONAL TASK 1: I-680 Express Lane Public Information and Outreach**

The I-680 Express Lanes opened in September 2010, the first express lane in Northern California. Marketing and outreach was performed prior to, and including a grand opening event, for the lane. A website and Facebook page were created, as well as a unique brand identity. This task includes the identification of opportunities for additional public information, outreach and education to expand the use of the I-680 Southbound Express Lane, particularly in coordination with education and outreach efforts associated with the I-580 Express Lanes and regional work.

#### **Deliverables**

- O1.1 A strategic public outreach and education plan to increase the use of the I-680 Southbound Express Lane, and to educate about the forthcoming northbound express lanes.
- O1.2 Implement approved public outreach and education plan, including coordination with region-wide express lane partners

#### **OPTIONAL TASK 2: I-80 Integrated Corridor Mobility Project Public Outreach and Education**

The I-80 Integrated Corridor Mobility Project (I-80 ICM) will enable operational improvements and implement intelligent transportation strategies (ITS), such as

\\Actcfs01\shared\AlaCTC\_Meetings\Commission\PPC\20131104\6.1\_I580\_Express\_Outreach\_Ed\_RFP\6.1B\_I580\_EL\_Public\_Ed\_Outreach\_Scope.docx

adaptive ramp metering and incident management, along a 19.5-mile portion of I-80 from the San Francisco-Oakland Bay Bridge Toll Plaza to the Carquinez Bridge in Alameda and Contra Costa Counties. ITS is a combination of computer and communication technologies that make transportation systems operate more efficiently and safely and provide users with real-time traffic and transit information. The project will include improvements to San Pablo Avenue and the arterials connecting with mainline I-80. Similar to the Express Lanes projects, the I-80 ICM project is the result of, and is dependent upon continued close collaboration with a variety of partners. Public information and outreach planning and implementation must include close coordination with transit agencies partners, Caltrans, the CHP and the local jurisdictions along I-80 in the project corridor.

It is anticipated that an I-80 ICM Public Outreach and Education Plan will be developed in early 2104, and that a phased implementation of the plan will occur between spring 2014 and summer 2015. This task may include developing a plan, and/or working closely to help implement a partner-led plan.

#### **Deliverables**

- O2.1 Develop and implement a Strategic Public Information and Outreach Plan to ensure broad support and understanding of I-80 ICM *and/or* support the implementation of the communications and outreach plan(s) of project implementing partner agencies.
- O2.2 Inter-agency Coordination
- O2.3 Branding
- O2.4 Development of Public Outreach Materials
- O2.5 Implement Media Relations
- O2.6 Special Events

#### **OPTIONAL TASK 3: Regional Express Lanes Public Outreach and Education**

Upon completion in 2035, the Bay Area will have 550 miles of express lanes operated by the Bay Area Infrastructure Financing Authority (BAIFA), the Valley Transportation Authority (VTA) and Alameda CTC. These agencies, as well as the Contra Costa Transportation Authority and the Solano County Transportation Authority, are working together to convert existing carpool lanes into express lanes and to close gaps in the carpool network by adding more lanes. This optional task includes supporting express lane partner agencies (potentially under the direction of one of those agencies) to perform market research, define project/program identities, develop marketing and outreach materials/strategies, and conduct public outreach and education for other express lanes (current and planned) in the Bay Area - individually and/or as a collective network. This task could include other related work that promotes the increased use, acceptance and understanding of express lanes in the region, including FasTrak marketing and education.

\\Actcfs01\shared\AlaCTC\_Meetings\Commission\PPC\20131104\6.1\_I580\_Express\_Outreach\_Ed\_RFP\6.1B\_I580\_EL\_Public\_Ed\_Outreach\_Scope.docx

## **Deliverables**

- O3.1 Regional Customer Communication Strategy
- O3.2 Market research
- O3.3 Project/program identity development
- O3.4 Marketing and educational outreach materials/strategies

## **OPTIONAL TASK 4: Optional Tasks as identified by consultant in response to this RFP**

Any tasks identified by the consultant for effective education and outreach activities that are not included in the Tasks outlined in this RFP must be included within this task and shown in the cost proposal as separate cost items.