



MEETING OF THE EAST BAY BUS RAPID TRANSIT POLICY STEERING COMMITTEE

Alameda-Contra Costa Transit District
General Offices
1600 Franklin Street
2nd Floor Board Room
Oakland, CA 94612

Thursday, January 14, 2016
2:00 p.m.

Rules for Public Comment:

Speakers wishing to address the Committee should complete a Speaker's Form and submit it to the District Secretary. Speakers wishing to address subjects not listed on this agenda will be invited to speak under the "PUBLIC COMMENTS" section of the agenda. Speakers wishing to address a specific agenda item will be invited to address the Committee at the time the item is being considered. All speakers should limit their comments to two (2) minutes.

Individuals who wish to present more detailed information are encouraged to submit comments in writing. Written comments are made part of the written record for meetings and, as such, are available for public inspection.

Availability of Agenda Related Materials: Written agenda related materials for all regular meetings are available to the public 72 hours prior to the meeting or at the time the materials are distributed to a majority of the Committee.

Written materials presented at a meeting by staff or a member of the Committee will be available to the public at that time, or after the meeting if supplied by an outside party. Agenda related materials are available on the District's website or by contacting the District Secretary.

Order of Agenda Items:

The Committee may discuss any item on the agenda and in any order.

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Use of electronic devices (cellular phones, pagers and/or walkie-talkies) during meetings is prohibited.

Scented Products: Please refrain from wearing scented products as there may be attendees susceptible to environmental illnesses.

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Meeting of the East Bay Bus Rapid Transit Policy Steering Committee

AGENDA

Thursday, January 14, 2016

2:00 p.m.

2nd Floor Board Room

1600 Franklin Street

Oakland, CA 94612

PSC Members:

AC Transit:

Vice President Elsa Ortiz, Chair

Director Greg Harper

Director Joel Young

Alameda County (Ex Officio):

Supervisor Nate Miley

Metropolitan Transportation Commission/Caltrans:

District Director Bijan Sartipi

City of Oakland:

Vice Mayor Rebecca Kaplan

Council Member Noel Gallo

City of San Leandro:

Mayor Pauline Cutter

Council Member Corina Lopez

-
1. Roll Call
 2. Public Comment For Items Not on the Agenda (two minutes are allowed for each speaker)
 3. Chair's Report on pertinent actions of the AC Transit Board of Directors.
 4. Consider approving Policy Steering Committee minutes of November 12, 2015.
 5. Consideration of information on BRT service and station sponsorships.
 6. Consideration of BRT branding update and logo options.
 7. Schedule date and time of next meeting.
 8. Future Agenda Items/Review List of Pending Items.
 9. Adjournment

Pending List of Future Agenda Items:

- Discussion concerning the development of a transit pass incentive program and outreach to senior facilities regarding a bulk pass similar to the Easy Pass, but for the senior community. [Requested by Councilmember Kaplan]
- A broader discussion of fare payment, including a plan that was discussed years ago for the expansion of Clipper card availability throughout the neighborhoods as well as outreach to major employers along the corridor to participate in the EasyPass Program with the roll out of the service. [Requested by Councilmember Kaplan – 9/3/15, 11/12/15]

- Discussion at the staff level and at the Policy Steering Committee of the trade-offs associated with the next level of engineering in the event there is not enough money in the budget to do everything that the cities want, i.e. mitigations, access issues, streetscape improvements, bulb-outs, etc. Decisions on trade-offs can be prioritized based on available funding. [Requested by Councilmember Kaplan]
- Plans for signage to avoid confusion in the construction areas, particularly in areas where stations have been constructed, but are not yet in use. [Requested by Councilmember Kaplan – 9/3/15]
- Update on the buses selected for the BRT service with pictures. [Requested by Councilmember Kaplan – 9/3/15, 11/12/15]
- Updated maps reflecting the stations that had been moved. [Requested by Mayor Cutter – 11/12/15]

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Special Meeting: East Bay Bus Rapid Transit Policy Steering Committee



MINUTES

Thursday, November 12, 2015

2:00 p.m.

2nd Floor Board Room

1600 Franklin Street

Oakland, CA 94612

PSC Members:

AC Transit:

Vice President Elsa Ortiz, Chair

Director Greg Harper

Director Joel Young

Alameda County (Ex Officio):

Supervisor Nate Miley

Metropolitan Transportation Commission/Caltrans:

Caltrans District Director Bijan Sartipi

City of Oakland:

Vice Mayor Rebecca Kaplan

Councilmember Noel Gallo

City of San Leandro:

Mayor Pauline Cutter

Councilmember Corina Lopez

The East Bay Bus Rapid Transit Policy Steering Committee held a special meeting on Thursday, November 12, 2015. The meeting was called to order at 2:05 p.m. with Chair Ortiz presiding.

1. Roll Call

Committee Members Present:

Vice President Elsa Ortiz, Chair

Director Greg Harper (arrived at 2:10 p.m.)

President H. E. Christian Peeples (Alternate) (arrived at 2:09 p.m.)

Mayor Pauline Cutter

Councilmember Corina Lopez

Councilmember Noel Gallo

Vice Mayor Rebecca Kaplan

Committee Members Absent:

Supervisor Nate Miley

Caltrans District Director Bijan Sartipi

Director Joel Young

AC Transit Staff Present:

General Manager Michael Hursh

General Counsel Denise Standridge

District Secretary Linda Nemeroff

Director of BRT David Wilkins

2. Public Comment

There was no public comment offered.

3. Chair's Report on pertinent actions of the AC Transit Board of Directors

Chair Ortiz reported on the following actions/activities which occurred since the last Policy Steering Committee meeting:

- Completion of Final Design plans for Bid Package 3 (major roadway construction) which is expected to be advertised on November 13, 2015;
- Bid Packages 1 (utility relocation) and 2 (parking lots and street improvements) are near completion;
- Two parking lots have been paved and will be turned over to the City of Oakland for operation in early 2016;
- Contract award for the purchase of buses for the BRT system, which calls for the delivery two pilot buses in late 2016; and
- An overview of items to be discussed on today's agenda.

4. Consider approving Policy Steering Committee minutes of July 9, 2015 and September 3, 2015.

MOTION: KAPLAN/PEEPLES to approve the minutes as presented. The motion carried by the following vote:

AYES:6: Kaplan, Peeples, Harper, Cutter, Lopez, Gallo

ABSTAIN:1: Cutter (on the September 3, 2015 minutes only)

ABSENT:2: Miley, Sartipi

5. BRT Project Update:

[The PowerPoint presentation is incorporated into the file by reference.]

Director of BRT David Wilkins gave an introduction to the staff presentations.

a. Construction Impact Mitigation Plan for Bid Package 3

Senior Project Manager Mitra Moheb gave an overview of the Construction Impact Mitigation Plan for Bid Package 3 as well as the subsidiary AC Transit Business Technical Assistance Plan which will provide non-financial mitigation of direct permanent impacts which may arise as a result of construction.

With regard to the budget, Director Harper asked to what extent the District had discretion over when a business says it needs technical assistance and when it doesn't. Ms. Moheb advised that requests will be evaluated by the District on a case by case basis.

b. Oakland Business Sustainability Program (BSP)

Al Letto, City of Oakland Department of Housing and Community Development, thanked AC Transit for the \$2 million grant for the Business Sustainability Program Technical Assistance Services. The program is part of a long-term strategy to enable businesses along the route and vicinity to survive the construction phase of the project and thrive. He added that the City Council would consider options for the eligibility criteria in January and that the Oakland Business Development Corporation (OBDC) would bring additional resources to the effort.

Paula Groves, OBDC Small Business Finance, gave an overview of the funding for the programs; BSP technical assistance program goals; components of the program and outreach managers; subject matter expertise; consultant services, how businesses could utilize the services available as well as ways businesses could improve their finances and administration. She also gave figures on outreach efforts, interest in the program, and a needs assessment.

Chair Ortiz asked what the relationship was between AC Transit and the OBDC in regard to the program and what type of reporting AC Transit would receive. Ms. Groves advised that AC Transit will contract with the City of Oakland and the City will contract with OBDC Small Business Finance. She added that there are quarterly reporting requirements with regard to the number of businesses served, the jobs created, the revenues increased, the number of businesses retained and/or closed or moved. Reports will be provided to AC Transit and will explain the reasons why technical assistance is being provided.

Chair Ortiz felt that the business technical outreach figures for the Fruitvale area were askew given the amount of outreach that had been done previously about the project. It was pointed out that the figures were the result of a telephone survey which may not reflect actual outreach done on the project (i.e. the business owner may be aware of the project more so than the employee who responded to the survey).

Vice Mayor Kaplan felt that outreach about the BRT system should be incorporated into the outreach efforts on the Business Technical Assistance Program. She felt that while we are trying to build relationships with businesses, we should also be educating businesses about the BRT and its benefits.

Referring to construction in downtown Oakland, Director Harper wanted to know which businesses OBDC was working with in Latham Square. Ms. Groves advised that there is a concessionary (low interest rate) loan product offered to the businesses in that area, noting that three have applied. Director Harper expressed a concern that \$2 million in funds is being given to OBDC without knowing what it is being spent on. He wanted to ensure that we track what the money is being used for so that when similar projects are launched in the future

there is sufficient data to estimate costs, appropriateness of use, etc. He asked if AC Transit would receive some sort of accounting to assuage concerns. Ms. Groves advised that there was a separate accounting and invoicing process for the BRT Project and that data was being collected.

Councilmember Gallo requested that Ms. Groves share information on outreach to businesses along the corridor, specifically banks and automotive businesses. Ms. Groves advised that of the approximate 1,400 businesses along the corridor that have been identified; her firm has called or done site verifications for 668 and performed needs assessments on 70 businesses. In addition, her firm is in negotiations with major banks in the area to secure additional lending capital for businesses along the corridor.

Councilmember Lopez left the meeting at 2:27 p.m.

c. **Oakland Parking Mitigation Plan (Parking Improvement Program)**

Rob Reese with Fehr & Peers gave an update on the development of the Oakland Parking Impact Mitigation Plan (Parking Improvement Program), including parking occupancy information and a summary of parking impacts in four areas in Oakland.

Councilmember Gallo commented on the influx of new housing projects in the area of International Boulevard and 35th and asked if the plan would address or make adjustments for the loss of about 500 parking spaces in the area as a result of these major housing developments. Mr. Reese advised that a restructuring of the parking along International Boulevard would prioritize parking for patrons to local businesses. He added there will be a change in the way people make use of the area because of the additional housing which will put a strain on the streets until there is another high efficiency transit system like the BRT (in addition to BART). He further envisioned changes to on-street parking to meet the needs, such as a two-hour parking limits extending to the BART station. Councilmember Gallo stressed the need for governmental bodies to communicate and plan ahead for changes in the area.

Director Harper hoped that the parking information would be provided to the OBDC to share with businesses.

Vice Mayor Kaplan requested that the area of International Boulevard and Derby to 42nd Avenue be reviewed because of development slated for the area. She added that she would like to have an agreement to re-examine parking impacts once the BRT is up and running. Members of the AC Transit Board on the Committee strongly objected on the basis of limited funding and because the impacts of the other projects designated for the area had nothing to do with BRT. It was also pointed out that the goal of BRT was to get people out of their cars.

Councilmember Gallo argued against taking a narrow view of the parking issue, noting that it impacted both AC Transit and the City. He added that he was not asking for more money, but instead, an approach whereby other issues such as parking can continue to be reviewed during the course of other studies/activities as it would be good to know what impacts these things may have down the road.

Vice Mayor Kaplan also requested to see the plan for actually getting people to ride the BRT at a future meeting as well as EasyPass marketing efforts to businesses on the corridor and utilizing these businesses as Clipper card vendors. She also requested the locations of the 25 parking spaces that are being removed for pedestrian curb extensions.

Mayor Cutter commented that she was concerned about a couple of areas in San Leandro where parking was being removed, but hoped the issues could be resolved. She also requested the most updated maps reflecting stations that had been moved.

d. Branding Update

Director of Marketing and Communications Michele Joseph gave an update on the branding of the BRT, noting that the AC Transit Board had approved the name Tempo. She further asked for the Committee's input on potential logos.

Vice Mayor Kaplan inquired about the report she was expecting on sponsorships, noting that it seemed counterproductive to spend time picking out a name and logo when a sponsor may want something different. She added that she thought staff would be bringing a report on sponsorship options, revenue potential, estimates, etc.

Ms. Joseph explained that the District's consultant, John Gobis, had advised that the system needed to be branded before seeking sponsorships. She added that staff was not looking to put a sponsor's name on the system, but for sponsorship revenue that would associate their name, brand, or product with support of the BRT line. She added that she would forward to the Committee Mr. Gobis's September letter to the AC Transit Board and prior report to the PSC.

President Peoples noted that the letter the AC Transit Board received from Mr. Gobis in September explained that you don't sell an abstract concept and that a name, logo, etc. were essential to gaining sponsorships. Vice Mayor Kaplan felt it worked differently based on her knowledge of how naming rights were sold at the Coliseum and for the BRT in Cleveland. Chair Ortiz added that the AC Transit Board was pressured to make a decision on a name for the service because of the ground breaking for construction.

Discussion ensued regarding next steps. General Manager Michael Hursh advised that, in his experience, selling naming rights was difficult. He added that he would, however, take a fresh look at the issue and would talk to other transit

properties about their experiences. He added that the Valley Transportation Authority thought there might be an opportunity with Levi's stadium and the Super Bowl, but efforts to secure a sponsorship had not made much progress. Phoenix and Houston also tried to sell their light rail systems, but did not get far.

Further discussion of the item was postponed. Staff was directed to conduct research on the experience of other transit systems and to call some of the local businesses to see what the level of interest is in a potential sponsorship. It was requested that the Mr. Hursh meet with Mr. Gobis prior to the next meeting.

e. **Sponsorship Program Update**

See the discussion on the branding update.

The item was presented for information only.

6. **Schedule date and time of next meeting.**

The next meeting is scheduled for January 14, 2016 at 2:00 p.m.

7. **Future Agenda Items/Review List of Pending Items.**

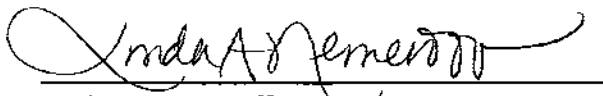
Vice Mayor Kaplan requested the following:

- Corridor outreach in furtherance of increasing ridership and use of EasyPass;
- Pictures of the BRT vehicles; and
- Clipper card availability on the corridor before launch.

8. **Adjournment**

There being no further business to come before the Committee, the meeting adjourned at 3:38 p.m.

Respectfully submitted,



Linda A. Nemeroff
District Secretary



East Bay Bus Rapid Transit Policy Steering Committee

STAFF REPORT

TO: Members of the Bus Rapid Transit Policy Steering Committee
FROM: Michael A. Hursh, General Manager
SUBJECT: BRT Service and Station Sponsorships

RECOMMENDED ACTION(S):

Consider receiving information on Bus Rapid Transit (BRT) service and station sponsorships.

BACKGROUND/DISCUSSION:

On September 3, 2015, staff briefed the BRT Policy Steering Committee (PSC) on branding efforts to date and presented the PSC with two naming options under consideration. PSC members provided feedback on naming options and sponsorships.

On September 16, 2015, the Board received a report outlining the progress of BRT branding and sponsorship efforts, including a summary of comments received from the PSC on September 3, 2015. Within that report, sub-consultant John Gobis provided a technical memorandum addressing the influence of the BRT brand name on sponsorship opportunities (Attachment 1). The memorandum recommended that a brand name be selected in advance of securing a sponsor. After reviewing naming options presented by staff, the Board approved the selection of the name “Tempo” for the service.

On November 12, 2015, staff presented the PSC with a variety of logo designs in order to obtain comments on the design options. The PSC reiterated the desire to examine naming rights and requested that Mr. Gobis attend the next PSC meeting to address sponsorship strategies and naming rights.

Additionally, the PSC requested background information on the Cleveland RTA HealthLine BRT sponsorship. A conversation with the RTA General Manager revealed that the naming rights were secured for \$250,000 annually over a period of 25 years, a sum paid by co-sponsors Cleveland Clinic and University Hospitals. The Cleveland RTA nets \$175,000 annually, after a 30 percent commission is taken by the consultant who helped negotiate the agreement.

Prior to the start of BRT construction, conversations between the sub-consultant’s firm and potential sponsors resulted in a lukewarm response. Mr. Gobis has since reconnected with several corporations and will continue to contact others to gauge interest in BRT sponsorships.

Mr. Gobis is prepared to address naming rights and sponsorships in a brief presentation (Attachment 2), answer questions posed by the PSC, and recommend future considerations for policy development to benefit and protect the District’s interests.

ATTACHMENTS:

- 1:** Gobis & Co. Technical Memorandum
- 2:** BRT Sponsorship Update Presentation
- 3:** PSC Minutes of January 27, 2014

Reviewed by: Tom O'Neill, Chief Information Services Officer
David Wilkins, BRT Program Director
Beverly Greene, Director of Legislative Affairs & Community Relations

Prepared by: Michele Joseph, Director of Marketing & Communications

Gobis & Co. LLC



John N. Gobis, *Principal*
Management Consulting ■ Marketing ■ Service Management
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September 16, 2015

Michele Joseph
Director of Marketing and Communications
Alameda-Contra Costa Transit District
1600 Franklin Street
Oakland, CA 94612

Via Email Only

RE: Technical Memo – The Influence of Brand on Sponsorship Opportunities

Dear Michele:

This technical memo will first deal with the influence of brand on the potential to generate a sponsorship of AC Transit's East Bay Bus Rapid Transit Service. The remainder of the technical memo will deal with the process of securing a sponsor, whether AC Transit should seek a sole sponsor or individual sponsors, the sponsor/s influence on the BRT brand, and recent sponsorship activity in transportation and the public sector.

THE INFLUENCE OF BRAND ON SPONSORSHIP POTENTIAL

No organization will sponsor a product or service that has no identity/brand. Sponsors are only willing to commit their funding to products and services that have some level of brand equity. As a matter of record, those organizations that sponsor products or services seek out opportunities that they perceive as being supportive of their brands. Sponsorships can be more effective than traditional marketing if the association increases awareness, brand equity and loyalty to the sponsor's product and service. A good example of that is the Cleveland RTA's Healthline, which has multiple sponsors who have all benefited from their association with the service. All of the Healthline sponsors have increased awareness, built brand equity, and improved the standing of these organizations with the public.

It is highly unlikely that any of the medical institutions or financial services organizations that sponsor the Healthline service and its facilities would have committed funding without the associated brand equity that the Cleveland RTA brought to the project. Having a name and brand validated the potential of the Healthline to these sponsors.

It has always been my opinion that having a brand is absolutely necessary to securing a sponsorship. The next step should NOT be securing a sponsor, but rather finalizing the BRT brand so that we can secure a sponsor.

SOLE SERVICE SPONSOR OR INDIVIDUAL STATION SPONSORS

In the past year, obtaining sponsorships for public services and facilities has become much more difficult. As you may know, the Chicago Transit Authority (CTA) embarked upon a service and station sponsorship program about five years ago seeking corporate sponsors to help underwrite the cost of operating special services and maintaining the agencies subway stations. That program has not yielded any results except for Coors Beer's sponsorship of free New Year's Eve service on all CTA subway lines and bus routes. Coors compensates CTA for lost revenue and contributes media support to the promotion of the use of the transit service to minimize drunk driving.

This is not to say that public/private partnerships are impossible to develop, but the candidate projects have to be 'authentic'- that is the project must be more than merely an attempt to raise revenue. Programs, such as the CTA's, have been criticized because they are focused solely on revenue generation and the sponsorships do not involve improvements to the facilities.

The CTA has one memorable subway station on top of which is an Apple Store. This was not a sponsorship project or a pop-up store, but rather a development project.

Sponsors are looking for value, but they avoid projects that have the potential to backfire and damage their own reputations. I have included for your review and use an article from the NEW YORK TIMES that defines the difference between sponsorships that are 'authentic' and those that are not. When there is a genuine need, sponsors will step up and support a project. I sincerely believe that AC Transit's BRT project is one of those genuine projects worthy of support and I will explain why later in this memo.

Even with a project that is genuine or authentic, obtaining a full sponsorship of the service may be difficult. Last year, Gobis & Co. valued a full East Bay BRT sponsorship at \$1 million annually. That number is still valid based on the value of out of home advertising in the Bay Area, which increased 3.8% according to the Outdoor Advertising Association of America.¹ However, obtaining the goal may be problematic based on the length of time it has taken for the project to evolve, and the negative publicity resulting from the merchant concerns about the project.

A more reasonable strategy may be to sell annual service sponsorships while selling sponsorships of individual stations. You will remember that the Cleveland RTA has been able to sell service sponsorships as well as individual station sponsorships.

Two notes of caution on the sponsorships, we need to meet with Caltrans to resolve issues about advertising in the right of way, and we need to ensure that our work does not conflict with Titan360's transit advertising sales.

SPONSOR INFLUENCE ON THE BRAND

Sponsors traditionally avoid making decisions on the brand because it is not their decision in the first place. As stated previously, sponsors like to work with established brands taking advantage of

¹ OAAA News Releases 2014 & 2015

the equity of the sponsored brand. The sponsor's hope is the association delivers value through the length of the sponsorship.

It is very doubtful that a sponsor would want to associate his brand name with the BRT service. The sponsor would not have control over fare policy, service frequency, span of service, and, most importantly, service quality. Therefore, a sponsor would not want the risk of lending his name and brand equity to the service.

A sponsor-named service is rife with potential risks for AC Transit as well as the sponsor. Will riders be confused that the service is not AC Transit service, but Pacific Gas and Electric service? If a BRT bus is involved in an accident, would the sponsor want the risk of being sued? Would the sponsor want to deal with the negative publicity that results from operating transit service in a large urban area, especially the crime, the equity issues, and funding problems?

Gobis & Co. would not recommend a sponsor's name be part of the BRT service brand, nor would we recommend naming stations solely after sponsors. Service, fleet and facilities must be branded to the AC Transit brand, as the public funds the service through its tax dollars and through the farebox revenue. They are the shareholders of AC Transit, and the agency's foremost responsibility is to its shareholders, not the sponsors.

RECENT SPONSORSHIP ACTIVITY

As mentioned earlier in this memo, recent efforts to sell station and service sponsorships have fallen short of expectations. Both Chicago and Denver announced programs to much fanfare only to see no return for their efforts. Again, the issue is authenticity. The public wishes that public sector agencies be as effective and efficient as possible, yet they draw the line when an agency goes overboard risking the public's investment and its confidence.

Gobis & Co. still believes that service and station sponsorships are possible; however, they must be worthy and demonstrate a sincere need for the private funding. East Bay BRT is a project worthy of sponsorship not just because the project needs additional revenue, but because the service will deliver real value to the communities that it will serve.

The communities in the BRT alignment have high unemployment, high levels of crime, and high incidence of public health problems. Mobility is first and foremost the essential that helps the public overcome these problems.

Gobis & Co. is resolute in its belief that the East Bay BRT project can earn sponsorship revenue, but the project must consider sponsorship revenue as endorsement revenue, rather than operating revenue. Gobis & Co.'s original recommendation was to approach Kaiser Permanente because of the health problems of the residents in communities along the East Bay BRT alignment. A recent American Community Survey revealed that 27 percent of the population in the corridor are children under the age of 20, and 11 percent are seniors over 65. Additionally, 11 percent of the total corridor population lives under the federal poverty level. Aside from tough living conditions, residents along the corridor face serious health issues where 30.5% of Alameda County's school-

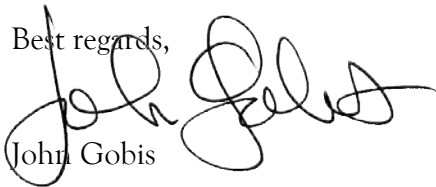
aged children are overweight², and Alameda has that second highest rate of asthma in the State of California³.

Based on the need to make the sponsorship genuine, there is a very compelling case for Kaiser to sponsor the service and use the space to promote healthy lifestyles, similar the graphics Gobis & Co. originally proposed in the sponsorship samples attached with this memo.

RECOMMENDED NEXT STEPS

- Finalize the BRT Brand
- Resolve Caltrans and Titan360 Issues
- Develop Sponsorship Materials
- Host a Kick Off Luncheon to Start the Sponsorship Drive

Best regards,



John Gobis

Attachments

² Youth Health and Wellness in Alameda County, 2006

³ Select Health Indicators for Alameda County, 2007

Valuing the East Bay Bus Rapid Transit Sponsorship

Sponsorships are valued on the cost of similar types of media in a Designated Market Area (DMA); the geographic and demographic reach of the sponsorship and recent patterns of the fees that sponsors pay and the value they receive. For property or service sponsorships, like the East Bay Bus Rapid Transit (BRT) infrastructure and service, the most comparable quantitative values are outdoor advertising in the Oakland DMA and the value reaped by other public transit sponsorships.

The values of the East Bay BRT sponsorship are as follows:

Quantitative Benefits: These are the measurable benefits such as the audience of 'eyes on' that will use or go through the corridor each day seeing the sponsorship elements. This is measured through ridership numbers, vehicular traffic counts and out of home advertising audience levels.

Qualitative Benefits: These are the intangible benefits that sponsoring the BRT Project would deliver, such as loyalty, public awareness, understanding of the sponsor's commitment to community and improvements in the public's opinion of the sponsoring organization.

Geographic and Demographic Reach: Reach is the relevancy of the sponsorship in a market, such as the East Bay, including the value of the location. In this case, a heavily traveled corridor as well as one of the most ethnically diverse in the nation. Those two elements offer high value to a sponsor. For example, an ethnic consumer products company, such as Johnson Products or Goya, would want a strong visual presence in neighborhoods along the BRT corridor. The sponsor's association with a brand like AC Transit's that is valued by its majority minority ridership base provides the sponsor with entrée to a customer base that would be very expensive for the sponsor to reach alone.

Cost Benefit Ratio and Value: Sponsorships have measurable values. Sponsorships typically deliver 'soft' value, meaning greater credibility through association with a cause as opposed to traditional advertising that delivers 'hard' value. Most sponsors also have advertising budgets, which they use to introduce new products, create consumer awareness, or to simply stay competitive. Sponsorships deliver both quantitative and qualitative value, so the cost benefit ratio of sponsorships usually generates \$2 for every \$1 that is invested.¹

¹ Valuing of Sponsorships IMG 2006

The Value of an East Bay BRT Sponsorship

Using the cost benefit ratio, the value of naming rights in the form of sponsor branding on the BRT shelters and vehicles, as well as other treatments, would be approximately five cents for every person that sees the sponsor's logo, reads the sponsor's materials while waiting for a rapid bus, or associates the sponsor's brand as a major investor in the East Bay Region.

Based upon this ratio, the annual value of the sponsorship for the entire East Bay BRT service with 34 stations, an estimated daily ridership of 34,000 (\$620,500), and traffic counts along the International Boulevard/East 14th Street corridor of 259,000 daily vehicular movements² (\$2,800,000) would be \$3,420,500.

The combined value of over \$3 Million is 'fair value' when compared to out of home billboard advertising in the East Bay, which sells for an average monthly fee of \$7,990 for a 14' x 48' traditional bulletin billboard. A monthly showing of 48 billboard faces across the Bay Area would cost an advertiser \$346,800³ per month, or \$4,161,600 annually.

This \$3 Million plus assessment must be rationalized with the reality of the current market for sponsorships that is stable, but not robust; the crime problem in the corridor and the low awareness of bus rapid transit in the San Francisco DMA are primary hindrances. The latter is a factor that can be overcome with education, the crime problem is not an attribute that can be 'talked through' rather, the sponsor must be willing to accept the unique characteristics of the East Bay BRT Corridor and to develop a genuine sponsorship approach that seeks to improve the quality of life along International Boulevard and East 14th Street.

Gobis & Co. recommends that the sponsorships be offered at three levels:

1. **Exclusive Service Sponsorship:** Includes naming rights to the service with recognition on all facilities, rolling stock and AC Transit supportive media - \$1,000,000 annually.
2. **Partial Service Sponsorship:** To be sold in packages equally: 25% of the facilities, rolling stock and AC Transit supportive media - \$300,000 annually.
3. **Station Sponsorships:** Individual station packages including station recognition and AC Transit supportive media - \$30,000 annually.

AC Transit will stipulate in the sponsorship agreements that the proceeds from the service sponsorships will be used exclusively to fund the operation of the East Bay Bus Rapid Transit service including the maintenance of the right of way and the BRT fleet. None of the funds should be allocated to General Fund or

² Caltrans Traffic Volumes on California State Highways 2012

³ Clear Channel Out of Home Advertising Rates Spring 2013

Administrative purposes otherwise the sponsorship value will be disingenuous and unsustainable.

Under the FTA's New Starts and Small Starts, transit agencies receive higher ratings for private participation providing AC Transit with another benefit for pursuing sponsorships.



The Value of the Intangibles to A Sponsor

The value of the East Bay Bus Rapid Transit service to a sponsor can be measured in audience numbers, but a sponsor can easily obtain a similar audience by buying paid advertising. The key to selling a sponsorship on a public works project is the other intangibles.

Located in a corridor that faces multiple challenges-crime, unemployment, health and overall quality of life, a sponsor must have a level of 'enlightenment' to invest in this project. The intangible values of the corridor include:

- Recognition for Commitment to Community
- Raising Awareness and Support
- Building Existing Customer Loyalty
- Active Community Presence
- Improving Corporate Image
- Media Coverage

The characteristics of the BRT corridor, surprisingly, should make the opportunity even more appealing to some sponsors. This corridor is in the heart of the East Bay Region, and while it is not currently a source of civic pride, its transformation would be an important demonstration of the resiliency of the East Bay.



BRT Sponsorship Update

January 14, 2016



Gobis & Co. LLC

Sponsorship Strategy

- Make the Stations and the Service More Relevant
- Reduce AC Transit's Capital and Operating Costs
- Change how the Public Thinks About Transit
- Make the Service and Stations a Source of Community Pride

Influence of Brand on Sponsorships

- No advertiser/organization will sponsor a service or facility that has no identity
- Sponsors seek out opportunities as supportive of their brands or focus
- The Tempo brand validates the BRT concept for potential sponsors
- Brand helps sponsors conceptualize the sponsorship and how it supports their own marketing activities

2



UC San Diego Blue Line



3

Sponsorship vs. Naming Rights

- **Sponsorship**
 - ◆ Supportive of an event, service organization or facility
 - ◆ Multiple Sponsor Opportunities
 - ◆ Cleveland's Healthline has multiple sponsors
 - ◆ Limited risk and control for sponsors
 - ◆ More flexibility for the event or service
 - ◆ Sponsorships can be cash or in kind services
- **Naming Rights**
 - ◆ Name of facility, service or event in branded to one organization
 - ◆ Used primarily for facilities or events
 - ◆ Sponsor has ultimate control
 - ◆ Assumes risk with this control
 - ◆ Not commonly used for services because of the control issue
 - ◆ UC San Diego/ MTS Blue Line

4



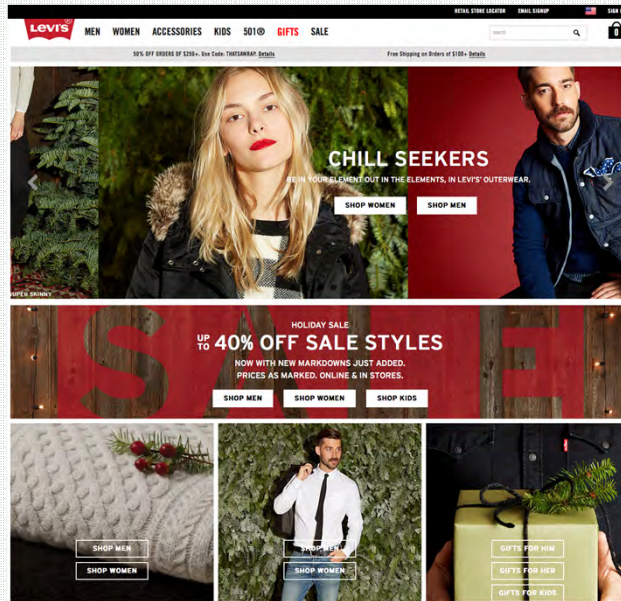
Revenue Development Scenarios

- **Sponsorship**
 - ◆ Can be multiple sponsors
 - ◆ More of a collaborative effort
 - ◆ Cobranding/marketing
 - ◆ Only roadblocks are in same product or service categories
 - ◆ Sponsorship agreement can be for shorter terms, but usually five and ten year terms
- **Naming Rights**
 - ◆ Revenue from the Naming
 - ◆ Exclusivity; commands higher value
 - ◆ Sometimes roadblocks sponsorships
 - ◆ The name comes with more control over marketing, operations
 - ◆ Usually long-term agreements

5

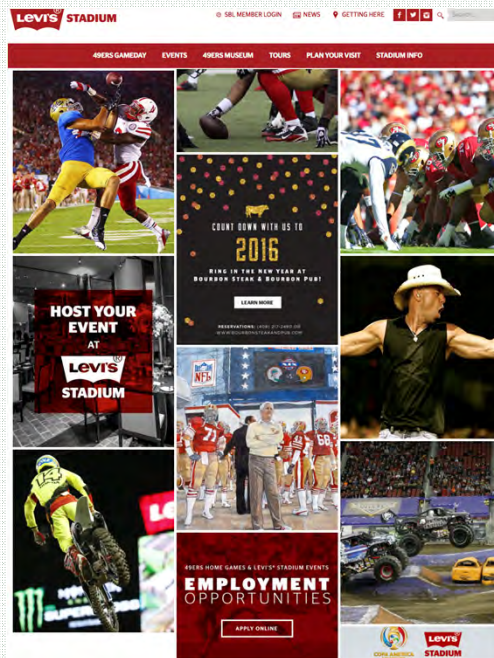


Levi's Website



6

Levi's Stadium Website



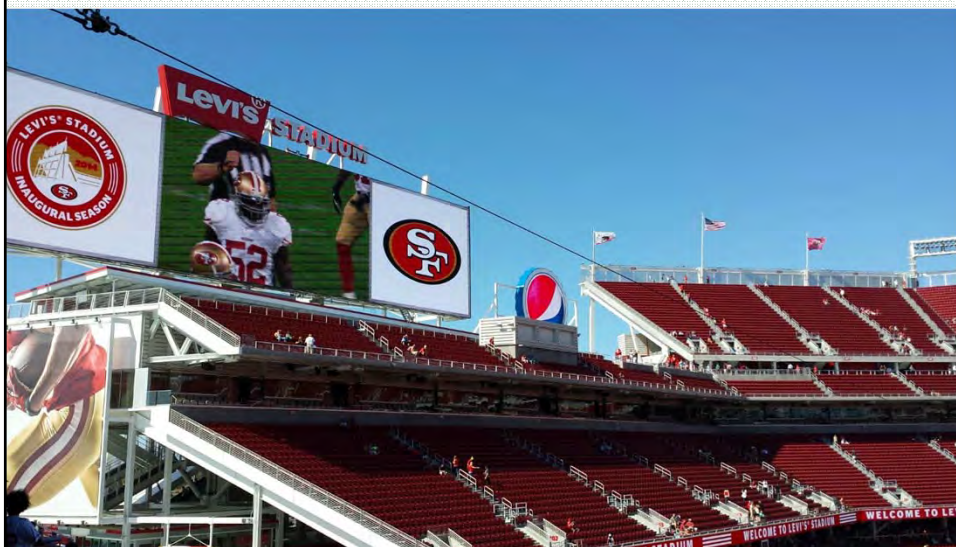
7

Levi's Stadium



8

Levi's Stadium



9

Cleveland RTA East 2nd/Huntington Station



Cleveland RTA - HealthLine Bus



Kaiser Permanente Sponsorship Example



12

Sponsorship vs. Naming Rights

- Naming Rights allows the sponsor to brand the facility or service- *Levi's Stadium in Santa Clara*
- Sponsorship is supportive of the brand equity of an existing service/facility/organization
- Naming rights come with much more direct control/oversight by the sponsor- *Levi's or Citi Field in New York*
- Advertisers see risk in anything they cannot control themselves
- Sponsorship is a partnership more in keeping with public services and facilities- *Huntington Bank and RTA*

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The Status of Sponsorships

- Cleveland and San Diego have been successful
 - ♦ HealthLine sponsorship is \$250,000 annually for 25 years, but nets only \$175,000 annually due to 30% commission paid to consultant
- New York, Chicago, Boston, Denver, San Francisco (Transbay Terminal), and others have been unsuccessful
- There are 32 teams in the NFL; seven have been unsuccessful in selling naming rights to their stadiums
- Successful sponsorships go beyond just the sponsorship.
 - ♦ Cleveland's Health Line promotes much more than employers, visitors and patients using bus service- it promotes a healthy lifestyle of walking and using transit.

14



East Bay Naming Rights

O.co Coliseum

- ♦ Six-year agreement
- ♦ \$1.2 million annually



Oracle Arena

- ♦ Ten-year agreement
- ♦ \$3 million annually



14



Tempo Sponsorship

- Consider sponsorship revenue as revenue that endorses the project and AC Transit.
- Develop a compelling case for sponsorship.
 - ♦ Most recent ACS Survey indicates 27% of the residents on the corridor are under 20 years of age, 11% live under the Federal Poverty Level, and portions of the corridor have the second highest rate for child asthma in California.
- Charitable Giving is Up In The East Bay - Individuals, Foundations and Corporations (Give Well).

15



Sponsorship Policy – Future Implications

- Have a policy that accommodates both sponsorship and naming rights; allow for both opportunities
- Policy should address strategies to protect the agency's brand and avoid customer confusion
- Policy is needed to handle future expansions of BRT - Value of the association with the service increases as brand equity is developed
- The value of infrastructure and essential services will increase over time
- Allow for Corporate Partnerships - Service underwriting, free fare days, maintenance of passenger amenities, etc.
- CTA and Transport for London

16



Transit in the East Bay Has A Rich History

- Tempo is first and foremost a public service
- Despite sponsorship, the public still makes the largest contribution to the operation of the service
- Tempo will boost AC Transit's brand equity and have positive impact on agency ridership and revenue
- Sponsorship is best suited to AC Transit's needs today and into the future

17



Next Steps

Work through each of these tasks concurrently. Be flexible and remain open to naming rights for the appropriate sponsorship commitment level.

Seek Sponsorships

January to June 2016

Develop Tempo Visual Brand Identity

January to March 2016

- Design logo, color and vehicle paint scheme options
- PSC review of options
- Board review and approval
- Brand standards manual

Develop Sponsorship Policies

January to April 2016

- Peer review
- Draft policies
- Legal review
- Board approval

Ground Breaking Ceremony / Tempo Brand Reveal

April 2016

18



Special Meeting: East Bay Bus Rapid Transit Policy Steering Committee



MINUTES

Monday, January 27, 2014

10:00 a.m.

2nd Floor Board Room
1600 Franklin Street
Oakland, CA 94612

PSC Members:

AC Transit Board:

Director Elsa Ortiz, Chair
President Greg Harper
Director Joel Young

Alameda County (Ex Officio):

Supervisor Nate Miley

Metropolitan Transportation commission/Caltrans:

District Director Bijan Sartipi

City of Oakland:

Councilmember Noel Gallo
Councilmember Rebecca Kaplan

City of San Leandro:

Councilmember Michael Gregory
Councilmember Pauline Cutter

The East Bay Bus Rapid Transit Policy Steering Committee held a special meeting on Monday, January 27, 2014. The meeting was called to order at 10:05 a.m. with Chair Ortiz Presiding.

1. Roll Call

Committee Members Present:

Director Elsa Ortiz, Chair
President Greg Harper (arrived at 10:10 a.m.)
Councilmember Michael Gregory
Councilmember Pauline Cutter
Councilmember Noel Gallo
Councilmember Rebecca Kaplan

Committee Members Absent:

Supervisor Nate Miley
Director Joel Young
Caltrans District Director Bijan Sartipi

AC Transit Staff Present:

General Manager David J. Armijo
General Counsel David Wolf (left the meeting at 10:50 a.m.)
District Secretary Linda Nemeroff
Chief Planning and Development Officer Dennis Butler
Director of BRT David Wilkins

2. Public Comment

- Scott Blanks, representing the joint subcommittee of the Accessibility Advisory Committee and the Mayor's Commission for Persons with Disabilities, commented that the subcommittee needed access to issues pertaining to disability at all critical phases of the BRT project. He further added that since the initial meeting a year ago, the committee has not been engaged by AC Transit to accomplish the goal set forth by the Oakland City Council, which was agreed to by AC Transit. He was concerned that seniors and the disabled community would be left behind or become an afterthought, and asked the Policy Steering Committee to consider these communities as they move forward.
- Jim Robson, member of joint subcommittee, said he is transit oriented and would like to see more of the bus design changes or modifications since the AC Transit presentation last year. He was concerned that due to economic reasons, changes would be made to the buses that would make them less accessible. He said seniors and disabled riders are some of biggest stakeholders along the BRT route and he didn't want to see accessibility sacrificed to other goals.

3. Chair's Report on pertinent actions of the AC Transit Board.

Chair Ortiz reported on the following actions/activities which occurred since the last Policy Steering Committee meeting:

- Execution of all Master Cooperative Agreements and Operations and Maintenance Agreements with the City of Oakland, City of San Leandro and Caltrans as well as Utility Agreements with AT&T, East Bay Municipal Utility District and PG&E;
- Kudos to Christine Calabrese and the City of Oakland staff in reaching an equitable Operations and Maintenance Agreement;
- Lease of the BRT Community Outreach Center with a Grand Opening expected in March;
- Submission of the draft Small Starts Grant Application to secure the last increment of federal funding for the project;
- Completion of the 65% design expected in April;
- Acquisition of two parking lots in Oakland; and
- Efforts by Councilmember Kaplan to help redistribute funds for AC Transit's Dumbarton Express service in the proposed Measure B Expenditure Plan.

Councilmember Gallo wanted to ensure that the comments of the speakers under public comment regarding disability issues were heard and that staff responded to their concerns. In addition, he asked that the role of the Policy Steering Committee be more clearly defined and that information regarding the project come to the steering committee before being presented to the AC Transit Board or Directors and the city councils.

General Manager David Armijo appreciated the comments from the public regarding accessibility issues, noting that it was unfortunate that the concerns had not been addressed and that staff would work with the city and advisory group in the coming weeks.

Councilmember Kaplan requested several agenda items for future meetings (see Item 11).

Director of BRT David Wilkins reassured members of the Policy Steering Committee that staff would work with the joint subcommittee and integrate that group into the design review process as well as provide periodic updates at monthly meetings as the 65% design process is finalized.

4. Consider approving the East Bay Bus Rapid Transit (BRT) Policy Steering Committee minutes of September 30, 2013.

MOTION: GALLO/KAPLAN to approve the minutes as presented. The motion carried by the following vote:

AYES:6: Gallo, Kaplan, Gregory, Cutter, Harper, Ortiz

ABSENT:3: Miley, Young, Sartipi

5. Update on the BRT Project Budget – *Information*

Senior Project Manager Rama Pochiraji presented the staff report.

Councilmember Cutter wanted assurances that the project budget included the Conditions of Approval for the City of San Leandro, noting that city council was anxious to receive an update on the project to ensure that everything the city requested was on schedule.

Councilmember Kaplan inquired about the remaining \$27.6 million in federal funding needed for the project. Mr. Pochiraji advised that the draft Small Starts Grant Application would be submitted on February 4, 2014 and, pending review of the application by the Federal Transportation Administration (FTA), the money is expected to be programmed in FY 2015. He added that a decision on the application is expected this summer. Councilmember Kaplan asked if letters of support for the grant from the cities would help. General Manager David Armijo advised that the District was in the process of drafting a letter to the FTA and would appreciate support letters from the cities. He added that while the federal government knows what its budget is for 2015, the FTA has more projects than money, which means that many projects will not be funded. Given that the BRT Project is the highest rated project in the United States, the region must now act to ensure the project receives funding and is included in the next budget cycle. Councilmember Gregory suggested that since the project is entirely in Representative Barbara Lee's district, joint support for the funding allocation should be sought locally through her.

The item was presented for information only.

6. BRT Project update - *Information*

Director of BRT David Wilkins presented the staff report.

With regard to parking lots, President Harper asked if the City of Oakland had decided whether or not to charge for parking and encouraged the use of Clipper to facilitate

payment. Councilmember Gallo asked City staff to advise on how the issue could be brought before the city council. City of Oakland BRT Program Manager Christine Calabrese advised that while this issue had not been decided, a proposal would be brought to the council along with the Parking Impact Mitigation Plan.

Councilmember Kaplan commented on the need to increase Clipper vendors along the corridor, noting that perhaps some of the partner agency non-profits would like to become vendors.

The item was presented for information only.

7. BRT Community Relations and Outreach Program update – *Information*

BRT Community Relations and Outreach Team Manager Terry Lightfoot of L. Luster & Associates presented the staff report.

With regard to the Art Enhancement Program, President Harper inquired whether the Policy Steering Committee would be involved in the process to select artists. Artistic Advisor Helene Freid reported on the process, noting that a Technical Assistance Committee (TAC) comprised of representatives from Oakland, San Leandro, and AC Transit would select seven semi-finalists and two alternates and the semi-finalists would then have 30 days to present design concepts, which will be on public display in the lobby of AC Transit's General Offices. She added that the Artist Selection Panel comprised of community representatives from Oakland, San Leandro, and expert professionals will make a recommendation of 1 to 3 lead artists, which would then be forwarded to the AC Transit Board of Directors for consideration. Mr. Butler added that the lead artist recommendations would first be presented to the Policy Steering Committee for a recommendation.

With regard to community relations and outreach, Councilmember Gallo asked if staff would be collecting information beyond the transit corridor that could assist in reporting broken lights, trees blocking light poles, etc. to the cities via the public works departments. Mr. Lightfoot reported that outreach efforts were focused primarily on the corridor, but depending on the availability of resources, staff would be open to sharing information.

With regard to the Community Outreach Center, Councilmember Kaplan commented that it could make a big difference in welcoming people to the BRT, adding that it was important for the center to be open evenings and weekends; have Clipper Card and pass sales on site; as well as provide information in multiple languages, maps, etc. Mr. Butler advised that plans for the center were still under development.

Chair Ortiz asked about the purpose of the community engagement working groups. Mr. Lightfoot advised that this group is designed to help roll out the community relations aspect of the project. Chair Ortiz suggested that staff become very familiar with the groups the District has been working with because most of them have been very active and vocal in the project.

The item was presented for information only. Staff is to provide an update on the Community Outreach Center at the next meeting (Requested by Councilmember Kaplan).

8. BRT service and station sponsorship strategy – Review and Comment

BRT Program Consultant John Gobis of Gobis & Co. LLC presented the staff report.

Chair Ortiz asked who would be responsible for and actively seeking out potential sponsors (in-house staff or an outside contractor), whether there were measurable goals, and the basis for compensation. General Manager David Armijo advised that Mr. Gobis was a subcontractor under the Gannet Fleming contract and was not a staff consultant and that there was no percentage-based compensation in place. He added that the purpose of the report was to provide an example to the committee of the revenue that could be generated as a result of sponsorships. Mr. Gobis advised that he normally does not earn a percentage based on any work that he performs; noting that he usually helps develop relationships with advertisers that are maintained by staff.

Councilmember Cutter commented that it was good to hear that staff was looking for a funding source for operation and maintenance costs; noting that safety was a critical issue for the corridor as was graffiti abatement. Mr. Gobis advised that because the cleanliness of a station could potentially impact a sponsor's brand, supplemental services could be provided by the sponsor to keep a station clean. Councilmember Cutter commented that sponsorships need to be spread throughout the project to ensure that the whole line benefits.

Councilmember Kaplan commented that the money raised from the station sponsorships should be used for operations and maintenance and motioned that the Committee recommend a formal policy. The motion was later withdrawn pending further discussion at a future meeting. She also asked that consideration be given to following:

- Integration of sponsorships with engineering so that in kind services, such as wifi or lighting can be coordinated;
- That the dense amount of churches and churchgoers along the corridor be promoted as a selling point to potential sponsors;
- That NextBus signs scroll messages from sponsors; and
- Sponsorship information on maps and wayfinding.

Councilmember Gallo felt that the sponsorships needed to be marketed to financial institutions as a show of support and investment along the corridor. He said that he would be happy to help promote the sponsorships.

Councilmember Harper commented that while there was a need for as much money as possible for operations and maintenance costs through sponsorships, it would be nice to have sponsors who are particularly beneficial to the whole community through their brand message.

The item was presented for review and comment. While the feedback from the committee was positive, no action was taken pending further discussion at a future meeting.

9. Station naming protocol and review of proposed station names – *Review and Comment*

Senior Project Manager Rama Pochiraji presented the staff report.

The committee recommended that the standard station names outlined in the staff report be used because they were well defined and simple, i.e. by street name, geographical location.

10. Confirm date and time of next meeting.

The next meeting is scheduled for March 31, 2014, at 10:00 a.m. Staff is to assess and advise the Chair if a meeting needs to be held sooner than March 31st.


11. Future Agenda Items

- Update on disability and senior access issues raised at the meeting under public comment. [Requested by Councilmembers Gallo/Kaplan] (next meeting)
- Recommendations from the Artist Selection Panel. (next meeting, see Item 7)
- Update on station sponsorships [Further discussion continued to a future meeting]
- Discussion concerning the development of a transit pass incentive program and outreach to senior facilities regarding a bulk pass similar to the Eco Pass, but for the senior community. [Requested by Councilmember Kaplan]
- Discussion at the staff level and at the Policy Steering Committee of the trade-offs associated with the next level of engineering in the event there is not enough money in the budget to do everything that the cities want, i.e. mitigations, access issues, streetscape improvements, bulb-outs, etc. Decisions on trade-offs can be prioritized based on available funding. [Requested by Councilmember Kaplan]
- Update on the BRT Community Outreach Center. [Requested by Councilmember Kaplan](See Item 7).

12. Adjournment

There being no further business to come before the committee, the meeting adjourned at 11:37 a.m.

Respectfully submitted,



Linda A. Nemeroff
District Secretary

BRT Branding Update

Policy Steering Committee
January 14, 2014



*Downtown Oakland to San Leandro
International Blvd to East 14th St*

1

Branding Update

- “Tempo” brand name approved by AC Transit Board of Directors on 9/16/15
- Logo concepts in development
 - Visual identity supportive of and complementary to AC Transit parent brand
 - Remaining flexible if the right sponsorship is secured
- Obtain feedback from PSC on black and white logo options



*Downtown Oakland to San Leandro
International Blvd to East 14th St*

2

Potential Logos

A **TEI IPO**
AC TRANSIT

B **tempo**
AC TRANSIT

C **Tempo**
AC TRANSIT



*Downtown Oakland to San Leandro
International Blvd to East 14th St*

3

Next Steps

- Refinement of logo and color scheme options
- Provide PSC feedback to AC Transit Board of Directors, obtain logo decision
- Development of brand standards manual
- Planning for major construction groundbreaking event this spring



*Downtown Oakland to San Leandro
International Blvd to East 14th St*

4



Meeting Date:

January 14, 2016

East Bay Bus Rapid Transit Policy Steering Committee

STAFF REPORT

TO: Members of the Bus Rapid Transit Policy Steering Committee

FROM: David M. Wilkins, Director – Bus Rapid Transit

SUBJECT: EBMUD Utility Coordination Update for Bid Package 3

RECOMMENDED ACTION(S):

Consider receiving an information update on utility coordination efforts and emerging issues related to EBMUD utilities.

BACKGROUND/DISCUSSION:

The BRT Project team has been engaged with representatives from the public and private utility providers with services in the project area since the inception of the project through detailed design and into construction of bid packages 1, Utility Relocation and package 2, Parking Lots and Street Improvements. The services in the project area include the Cities of San Leandro and Oakland sewer systems, EBMUD water system, Pacific Gas and Electric systems, and the telecommunication systems of AT&T, Verizon, etc. The design and/or construction of the BRT project affected each of these utility systems to some degree. As a result, the Project Team has been meeting individually with representatives from the utility providers and attending the City of Oakland hosted monthly utility coordination meetings.

The aggressive construction schedule associated with Bid Package (BP) 3 - Infrastructure and Station Platform construction (IFB# 2016-1354) demands an on-going close collaboration and coordination with the private utility providers for as-needed design and relocations during construction, in particular for EBMUD, which is the focus of this update. There are four major aspects of BP3 construction that affect EBMUD utilities and require coordination and/or issue resolution.

First, the project is required to relocate water lines impacted by the 7 station platforms relocated during the last part of final design that were not included in BP1. The scope and cost of this activity is included in BP3 and has been well coordinated to date. There are no major concerns with this project element as the work is essentially a follow-on activity from BP1.

Second, the project is required to relocate water lines impacted by the construction of curb ramps, grade changes and other intersection improvements at selected locations along the

corridor. There are no major concerns with this project element since the scope and cost of this activity is included in BP3 and has been well coordinated to date.

Third, EBMUD has recently advised the District of their intent to perform a major project involving the upgrade of a 20" water main between 52nd and 63rd Avenues. Design is in progress and construction is expected to start in October 2016. EBMUD has asked the District to adjust its construction schedule in that area (zone 9) and at that time to accommodate their project. Staff is confident there should not be any issues in doing so.

Fourth, to comply with Conditions of Approval on pavement performance as set forth by the City of Oakland full depth pavement reconstruction along a significant part of the corridor, typically associated with each station platform or other parts of the roadway improvements is required. In some cases, this level of pavement reconstruction may require relocating existing EBMUD water lines to the proper depth and alignment or in a worst case scenario, complete line replacement. The responsibility for relocating or replacing water line systems impacted by pavement reconstruction is a significant emerging risk to the project. As part of the Master Cooperative Agreement Caltrans transferred franchise rights to AC Transit but the City of Oakland did not. As a result, cost of utility relocations within the State Highway Right-Of-Way will be determined based on the prior-rights.

District staff is proactively working with the City of Oakland staff and EBMUD in addressing this risk.

ATTACHMENTS:

None

Reviewed by: Michael A. Hursh, General Manager

Prepared by: David M. Wilkins, Director – Bus Rapid Transit Program
Rama Pochiraju, Senior Project Manager – Bus Rapid Transit Program