

**Capital Area Regional Tolling Authority  
Board of Directors**



Monday, August 4, 2025, at 12:30 PM  
Sacramento Area Council of Governments Board Room  
1415 L Street, Suite 300, Sacramento, CA 95814

Consistent with California Government Code Section 54953 a meeting of the board will be held in person.

**Attend or watch**

- Attend the meeting at the location noted above
- Watch on CARTA's [YouTube channel](#) where the meeting will be streamed. If you do not see the live broadcast, indicated by the red "live" icon, refresh your browser.

**Provide public comment** – Note: No public comment will be taken by telephone or through YouTube. Comments will be taken on the item at the time it is taken up by the board. Members of the public can participate in the meeting via written or verbal comments as described below:

• ***In-person:***

Public comment may be made in person at the meeting location. You will have 3:00 minutes to speak, unless a different time is set by the Chair. Please complete a speaker form and provide it to the clerk. If attending at an alternative meeting location, please inform an agency official in attendance that you request to speak.

• ***Written comments***

May be submitted via email to the clerk at [rtadevich@sacog.org](mailto:rtadevich@sacog.org). Comments requested to be read at the meeting will be limited to 250 words. Comments requested to be distributed to the board members will be shared with members if they are received at least 24 hours prior to the meeting. Otherwise, they will be shared after the meeting. Any writings or documents provided to a majority of this board regarding any item on this agenda (other than writings legally exempt from public disclosure) are available on CARTA's website.

**Agenda Timing:** Time durations are estimates only. Action may be taken on any item on this agenda. The board may take up any agenda item at any time, regardless of the order listed.

**Accessibility and Title VI:** CARTA provides access to all agenda and meeting materials online at [www.captollauthority.org](http://www.captollauthority.org). Additionally, interested persons can sign up for email notifications at [www.captollauthority.org/about](http://www.captollauthority.org/about). CARTA provides modification or accommodation, auxiliary aids or services, including receiving this agenda and attachments in an alternative format accommodation in order to participate in this meeting. CARTA also provides services/accommodations to individuals who are limited-English proficient who wish to address

agency matters. For accommodations or translations assistance, please call (916) 321-9000, or for TDD/TTY dial 711, or email at [contact@captollauthority.org](mailto:contact@captollauthority.org). We require three working days' notice to accommodate your request.

La CARTA puede proveer asistencia/facilitar la comunicación a las personas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la agencia. Para asistencia, por favor llame al número 916.321.9000 o para TDD/TTY llame al numero 711, o email a [contact@captollauthority.org](mailto:contact@captollauthority.org). Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

### **Pledge of Allegiance**

**Roll Call:** Directors Aceves, Chapman, Kennedy, Vice Chair Early, Chair Villegas and Ex-Officio Members Click, Deloria and Talamantes

**Public Communications:** Any person wishing to address the committee on any item not on the agenda may do so at this time. After ten minutes of testimony, any additional testimony will be heard following the action items.

### **Disclosures:**

Directors will disclose any item in which they have a conflict of interest under state law, and acknowledge whether they will recuse from that item. Among other state laws, the Levine Act may require recusal on items involving a contract or entitlement where a campaign donor is a participant.

### **Consent:**

1. May 28, 2025, Meeting Minutes (0 minutes, Robert Tadevich)
  - a. Attachment 1A: Minutes
2. June 11, 2025, Meeting Minutes (0 minutes, Robert Tadevich)
  - a. Attachment 2A: Minutes
3. Delegation of Authority to Secretary (0 minutes, Erik Johnson)
  - a. Attachment 3A: Resolution
4. Opting for a Two-Year Audit for Fiscal Years 2024-2025 and 2025-2026 (0 minutes, Erik Johnson)

### **Action:**

5. Final CARTA Multi-Year Workplan (10 minutes, Sam Soules)
  - a. Attachment 5A: Slides
  - b. Attachment 5B: Roadmap

6. Enforcement and Violations (20 minutes, Sam Soules)
  - a. Attachment 6A: Slides
  - b. Attachment 6B: Toll Policy Register
  
7. Back Office Procurement Process (25 minutes, Sam Soules)
  - a. Attachment 7A: Slides

**Information:**

8. Yolo 80 Traffic and Revenue Study Draft Results (45 minutes, Kathleen Aziz and Carlos Contreras)
  - a. Attachment 8A: Slides
  
9. Public Engagement Update (Sam Soules, 15 minutes)
  - a. Attachment 9A: Slides

**Reports:**

10. Toll Program Manager's Report (Kathleen Aziz, 2 minutes)

**Other Matters**

**Adjournment**

The next meeting of CARTA will be held on Friday, September 5, 2025, at 10:00 AM in the SACOG Board Room, 1415 L Street, Suite 300, Sacramento, CA.

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## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 1

Approve Minutes of the May 28, 2025, Board Meeting

**Prepared By:** Robert Tadevich, Sacramento Area Council of Governments

**Attachments:** Yes

**Recommendation:**

Staff recommend approval of the minutes as submitted.

**Background:**

The board met on May 28, 2025.

**Discussion:**

Each meeting the board is asked to approve the minutes (Attachment 1A) from the May meeting.

**Attachments:**

1A: CARTA May 28, 2025, Draft Action Minutes



## CARTA Board of Directors

### Draft Action Minutes

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The CARTA Board of Directors met in person on May 28, 2025, at 2:00 p.m. at the CARTA office, 1415 L Street, Suite 300, Sacramento, CA.

**Call to Order:** Chair Villegas called the meeting to order at 2:03 p.m.

Present: Directors Aceves, Chapman, Kennedy, Chair Villegas and Ex-Officio Members Click, and Talamantes

Absent: Vice Chair Early, Ex-Officio Member Deloria

**Public Communications:** None

**Consent:** It was moved, seconded (Chapman/Aceves) and passed by unanimous vote that the following Consent items be approved:

1. Minutes of the April 9, 2025, Board Meeting

**Action:**

2. Toll Pricing, Structure, and Account Management

Sam Soules, HNTB staff, presented the report. It was moved, seconded (Kennedy/Aceves) and passed by unanimous vote that:

**The CARTA board adopt the following draft toll policies: (1) Dynamic pricing structure; (2) Segment-based pricing approach; (3) FasTrak® Account Management provided by CARTA's selected Back Office provider**

**The board also directed staff to establish minimum and maximum tolls in the Business Rules.**

3. Final Fiscal Year 2025-2026 Budget and Five-Year Budget Forecast

Kathleen Hanley, SACOG staff, presented the report. It was moved, seconded (Chapman/Kennedy) and passed by unanimous vote that:

**The CARTA board approved the following: (1) the fiscal year 2025-2026 budget; (2) an additional \$1.3 million loan from SACOG.**

**The board also authorized the board chair to execute a loan agreement, promissory note, and administrative services agreement with SACOG.**

**Information:**

4. Toll Pricing Discounts and Policy Workshop

The board received and reviewed this report, presented by Sam Soules, HNTB staff.

Public comment was provided by Autumn Bernstein, YTD, emphasizing the importance of separating equity considerations from immediate toll discount discussions, such as those for HOV and motorcycles. She noted that equity is highly context-specific and should involve deeper community engagement to understand local needs, like transit access or pedestrian infrastructure, rather than relying solely on discounted tolls. She encouraged CARTA to take the time to approach equity thoughtfully and separately from compliance-related decisions.

**Adjournment:** The meeting was adjourned at 3:19 p.m.

Approved by:

Approved by:

James Corless  
Secretary

Oscar Villegas  
Board Chair



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 2

Approve Minutes of the June 11, 2025, Board Meeting

**Prepared By:** Robert Tadevich, Sacramento Area Council of Governments

**Attachments:** Yes

**Recommendation:**

Staff recommend approval of the minutes as submitted.

**Background:**

The board met on June 11, 2025.

**Discussion:**

Each meeting the board is asked to approve the minutes (Attachment 1A) from the previous meeting.

**Attachments:**

2A: CARTA June 11, 2025, Draft Action Minutes



## CARTA Board of Directors

### Draft Action Minutes

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The CARTA Board of Directors met in person on June 11, 2025, at 2:00 p.m. at the CARTA office, 1415 L Street, Suite 300, Sacramento, CA.

**Call to Order:** Chair Villegas called the meeting to order at 2:00 p.m.

Present: Directors Aceves, Chapman, Suen (for Kennedy), Vice Chair Early, Chair Villegas and Ex-Officio Members Click, Deloria, and Talamantes

Absent: None

**Public Communications:** None

#### Action:

1. Toll Exemptions Policy Decision

Sam Soules, HNTB staff, presented the report. It was moved, seconded (Aceves/Chapman) and passed by unanimous vote that:

**The CARTA board adopt the following draft toll policies:**

**CARTA shall provide toll exemptions for the following: (1) Vehicles entering a CARTA toll facility outside the hours of operation of that facility; (2) Public transit, mass transit, paratransit, and blood transport vehicles that serve the public and over-the-road buses; (3) Vanpools; (4) California Highway Patrol vehicles policing CARTA express lanes; (5) Maintenance vehicles servicing CARTA express lanes; (6) Authorized emergency vehicles.**

2. Toll Program Management Requests for Proposals and On-Call Request for Qualifications

Kathleen Hanley, SACOG staff, presented the report. It was moved, seconded (Aceves/Early) and passed by unanimous vote that the board:

**(1) Authorize the release of a request for proposals (RFP) for Toll Program Management with a maximum budget of \$5 million and authorize the Secretary to select a vendor, negotiate, and execute a contract; (2) Authorize the release of a request for qualifications (RFQ) for On-Call Services authorize the Secretary to select a vendor, negotiate, and execute Master Agreements of up to \$1 million per agreement to establish a support bench across four service categories; (3) Nominate**

**Director Talamantes to participate in finalist interviews for the Toll Program Management procurement.**

**Information:**

- 3. Violations and Enforcement Policy Workshop

The board received and reviewed this report, presented by Sam Soules, HNTB staff.

- 4. CARTA Multi-Year Implementation Roadmap

The board received and reviewed this report, presented by Sadie Mae Palmatier, HNTB staff.

**Adjournment:** The meeting was adjourned at 3:17 p.m.

Approved by:

Approved by:

James Corless  
Secretary

Oscar Villegas  
Board Chair



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 3

Delegation of Authority to Secretary

**Prepared By:** Erik Johnson, Sacramento Area Council of Governments

**Attachments:** Yes

**Recommendation:**

Staff recommend that the board authorize delegating authority to sign contracts on behalf of the Authority to the Secretary.

**Background:**

The CARTA Joint Powers Authority agreement states the CARTA chair will sign all contracts on behalf of the Authority, except contracts that the Board may authorize an officer or agent, or employee of the Authority to sign. CARTA has issued a limited number of contracts to date, all of which have been signed by the chair.

**Discussion:**

As CARTA enters into other contracts, having a delegation in place will provide more operational flexibility to CARTA. In the coming months, CARTA will hire consultants and contract for other services. As CARTA's activities increase with the advancement of the Yolo80 project, there may also be a need for smaller contracts that could be approved by the Secretary that are consistent with the approved budget.

This delegation is modeled after similar delegation in place for SACOG's executive director. Once a permanent executive director is hired for CARTA, the intent is that this authority would be re-assigned by the board to the CARTA executive director.

**Attachments:**

3A: Resolution



**CAPITAL AREA REGIONAL TOLLING AUTHORITY**

**RESOLUTION NO. 02-2025**

**AMENDING THE CARTA BOARD OF DIRECTORS AND COMMITTEE SCHEDULE FOR 2025**

WHEREAS, the Joint Powers Agreement the Capital Area Regional Tolling Authority ("CARTA") defines the position of Secretary as an officer of CARTA; and  
WHEREAS, in February 2024, CARTA designated the Executive Director of SACOG as the Secretary of CARTA to serve in such capacity until an executive director is appointed to lead CARTA; and  
WHEREAS, CARTA has contracted with SACOG to provide staffing services in an Administrative Services Agreement effective July 1, 2025; and  
WHEREAS, the Secretary of CARTA is responsible for making necessary adjustments to budgetary line items and shall advise the Board of Directors when such adjustments are made; and  
WHEREAS, pursuant to the Joint Powers Agreement for CARTA, the Board of Directors is required to contract with an independent certified public accountant to make an audit of the accounts and reports of CARTA at the close of each fiscal year; and  
WHEREAS, the Secretary is responsible for the implementation of policies and procedures adopted by the Board of Directors; and  
WHEREAS, the Joint Powers Agreement stipulates that CARTA shall follow the policies and procedures for procurement and contracting adopted by SACOG as long as SACOG staff provides procurement or administrative services to CARTA unless SACOG consents to alternative procedures; and  
WHEREAS, the policies and procedures for procurement and contracting adopted by SACOG allow for the Executive Director to approve and execute contracts of \$100,000 or less; and  
WHEREAS, the policies and procedures for procurement and contracting adopted by SACOG allow for the Executive Director to execute contracts exceeding \$100,000, upon approval of the contract by the Board of Directors and within accordance with procurement and contracting policies;

NOW, THEREFORE, BE IT RESOLVED,

That the CARTA Board of Directors authorizes and directs the Secretary, within applicable parameters as set forth above:

1. To execute agreements relating to the official business of CARTA, including but not limited to, consulting agreements, vendor agreements, grant agreements, funding agreements, legal agreements, interagency agreements and any other type of contractual agreement.

2. To manage all agreements of the authority, including but not limited to, agreements with consultants, vendors, contractors, funding agencies and subgrantees, and any interagency agreements.
3. To no less than quarterly report to the Board of Directors on agreements executed by the Secretary.

PASSED AND ADOPTED this 4th day of August 2025, by the following votes of the Board of Directors:

AYES:

NOES:

ABSTAIN:

ABSENT:

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Oscar Villegas

Chair

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James Corless

Secretary



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 4

Opting for a Two-Year Audit for Fiscal Years 2024-2025 and 2025-2026

**Prepared By:** Erik Johnson, Sacramento Area Council of Governments

**Attachments:** No

### **Recommendation:**

Staff recommend that the board replace the annual audit with an audit covering a two-year period for fiscal years 2024-2025 and 2025-2026.

### **Background:**

The CARTA Joint Powers Authority agreement states that the records and accounts of the Authority must be audited annually by an independent certified public accountant. However, if not otherwise required by law, regulation, or any contract, the Board of Directors may, by unanimous vote, replace the annual audit with an audit covering up to a two-year period. There are currently no legal, regulatory, or contractual requirements that would require an annual audit.

### **Discussion:**

CARTA has had a relatively simple financial operation in its first fiscal year (2024-2025). There have been a minimal number of transactions, primarily its major contract with HNTB for toll program support and staff services provided by SACOG.

SACOG staff have provided all procurement, contracts and management oversight consistent with SACOG procedures, which are being followed as SACOG provides all support to CARTA in its initial two years. SACOG is subject to an annual independent audit and has a long track record of clean audits. While CARTA's activities are strictly a separate entity, SACOG staff have applied the similar level of care in compliance to CARTA.

Staff have received initial estimates for independent audit costs in the tens of thousands of dollars. Given the limited level of activity in fiscal year 2024-2025, staff believes it is prudent to do a single audit covering two years. If this item is approved, staff will return in early 2026 to seek board approval to hire an outside audit firm to perform this work in the second half of 2026.



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 5

### CARTA Multi-Year Implementation Workplan (Roadmap)

**Prepared By:** Sam Soules, HNTB

**Attachments:** Yes

**Recommendation:**

Staff recommends that the board accept the Multiyear Implementation Workplan (Attachment 3A) as complete and direct staff to implement and update it regularly.

**Background:**

At the May 23, 2024, meeting, the board directed staff to release an RFP for Toll Program Workplan and Policy Development. HNTB Corporation (and subconsultants Drago Vantage LLC and Kuester Consulting LLC) were selected for the contract and began work in late September.

The third task in HNTB's scope of work is to develop a high-level implementation workplan schedule and narrative for CARTA's activities between now and when revenue service begins on Yolo 80 in 2028. At the June board workshop, staff provided an overview of the Roadmap and released a draft for TAG and partner agency comment.

**Discussion:**

*Roadmap Overview and Form*

The Multiyear Implementation Workplan, or Roadmap, is a structured timeline of tasks designed to reach key milestones that are fundamental to operational readiness. The Roadmap is created in Microsoft Project and utilizes a work breakdown structure (WBS) to organize larger efforts into individual tasks and deliverables. The Roadmap is resource-loaded at the organization level, meaning each task is assigned to an organization, clearly demarcating the roles and responsibilities of each task. The Roadmap also includes embedded logic, which links task dependencies—identifying both predecessors (tasks that must be completed beforehand) and successors (tasks that rely on the completion of others). This logic reveals the project's "critical path" showing which tasks, if delayed, will also delay the overall timeline. Taken together, this logic will help CARTA prioritize tasks and allocate resources to stay on schedule and open Yolo 80 in 2028.

## Roadmap Sections

The Roadmap contains 19 sections, each of which includes activities specific to the focus area. A summary of each section and their associated activities is provided below in Table 1.

*Table 1: Roadmap Sections & Descriptions*

WBS	Section Name	Section Description
1	Interface Milestones	This section includes the major milestones between the integration of CARTA's roadside, back-office system (BOS), and civil construction.
2	Milestone Dashboard	Includes all the major milestones that are critical to the on-time delivery of the Yolo 80 project. Includes both scheduled (built on logic) and target dates (hard-coded) to track CARTA's progress towards achieving these milestones.
3	Agreement Milestones	Lists all the major agreements CARTA must enter into prior to revenue collection in 2028. Dates are built on logic.
4	CARTA Leadership Dashboard	This section is split into "TAG Meeting Dashboard" and "Board Approval Dashboard". Both subsections detail when major policy or agreements will come before the board.
5	Program/Project Management	Includes recommended meeting series, timelines for annual budget updates, and the verification of required planning documents.
6	Risk Management	Lists recommended activities related to legal services, insurance coverage, and general risk management attenuation.
7	Project Financing	Includes the timelines for preparing Financial Plan Annual Updates, operation and maintenance forecasts, financial models, and research for planning grant opportunities.
8	CARTA Organization	This section provides an overview of CARTA's staffing schedule, including the timeline for hiring an Executive Director and establishing the organizational structure for the agency.
9	Toll Policies and Business Rules	This section includes the activities and timeline for adoption of CARTA's governing policies, including the toll policy resolution, toll ordinance, privacy policy, and business rules. Types of business rules within this

WBS	Section Name	Section Description
		section include violations, toll enforcement, revenue recognition, and non-revenue rules.
10	Maintenance Agreements, Plans, Standard Operating Procedures (SOPs)	Includes the development and adoption process for agreements, plans, and SOPs related to the maintenance of the Yolo 80 lanes. This section highlights CARTA's touchpoints with Caltrans and the Toll System Integrator (TSI).
11	Operations Agreements, Plans, SOPs	Lists the development process for agreements, plans, and SOPs related to the operations of the Yolo 80 lanes. Examples of these agreements include an Incident Management Plan, California Highway Patrol (CHP) Agreement, and Toll Operations Agreement. Many of these agreements are reflected in the "Agreement Milestones" section and involve Caltrans and the TSI.
12	BOS/CSC Agreements, Plans, SOPs	This section details the activities associated with the selection and contracting of a BOS provider. Example activities include the implementation of a BOS/CSC agreement, development of a dispute resolution process, a customer service center (CSC) operations plan, and a BOS/CSC FasTrak® license agreement. CARTA has already started implementing activities detailed in this section, including sending a letter of interest to all California BOS providers and conducting initial meetings with interested providers.
13	Financing/Accounting Agreements, Plans, SOPs	Outlines the agreements and processes CARTA will need to establish to collect revenue. Example processes include flow of funds and accounting procedures while example agreements include potential loan agreements with local agencies to cover CARTA's start-up cost.
14	Toll Collection System (TCS) Design, Development, Testing, Revenue Service Commencement	Lists the major activities associated with the TCS design. Since the TSI schedule will be developed once a roadside vendor is under contract, the activities listed in this section are high-level.
15	Legislative and Standards	Includes ongoing legislative monitoring activities for policy areas relevant to CARTA and managed lanes.
16	Facilities	Outlines the process for determining the type and extent of facilities CARTA will need for staff and local customer services.
17	Stakeholder Relations/Support	Includes ongoing activities for partner agency involvement.

WBS	Section Name	Section Description
18	Marketing and Communications	This section includes strategies for multi-year public engagement. Activities include education, engagement, customer buy-in, and retention; all aimed to reduce customer confusion and increase penetration of FasTrak® enrollment within the Sacramento region.
19	Reporting	Lists the types of data analytics and reporting needs CARTA will have for committee and board engagement and ongoing cooperation with its vendors.

*Roadmap Assumptions*

The Roadmap is built around a set of milestones (see Table 2). Each milestone has a target date and a scheduled date. The target date is fixed and reflects the assumed date when the milestone should be achieved. In contrast, the scheduled date is built on embedded logic and moves as prior tasks are advanced or delayed. Together, the two give a picture of whether work streams are on-schedule.

*Table 2: Milestone Dashboard Example*

Milestone	Target Date	Scheduled Date
CARTA Toll Policy Resolution Adopted	12/17/25	
Yolo 80 Roadside System TSI NTP	6/8/26	
Yolo 80 EL Start of Civil Turnover for System Installation	11/3/26	
CARTA BOS/CSC Agreement Executed	3/16/27	
Yolo 80 Roadside System Factory Acceptance Testing Completion	9/2/27	
Yolo 80 Roadside/BOS Integration Complete	12/1/27	
Yolo 80 EL Launch of Communications and Marketing	2/7/28	
CARTA Toll Ordinance and Privacy Policy Adopted	1/19/28	
Yolo 80 EL Opening/Revenue Service Commencement	7/5/28	

The Roadmap is not a master schedule for the entire Yolo 80 project. It includes inputs from the civil construction, roadside system procurement, and other work being completed by CARTA’s partner agencies. Additionally, each task in the Roadmap includes an approximate duration based on previous implementations of express lane facilities. As CARTA’s work and related work by Caltrans and YoloTD evolves, scheduled dates and task durations will be updated and monitored.

CARTA staff will include a Receive and File item with every board meeting that provides an updated Milestone Dashboard. The table will use stoplight logic with green to represent

milestones that are on schedule, yellow to show milestones with delays that do not pose risk to the “critical path”, and red to show milestones with delays that pose risks to the “critical path”. When milestones turn red, staff will move the item to Information and provide a more detailed update for the board on the status and options to move forward.

*TAG Feedback*

The TAG discussed the Roadmap’s content and purpose and agreed with staff’s recommendation.

*Summary*

Staff recommends that the board accept the Multiyear Implementation Workplan (Attachment 3A) as complete and direct staff to implement and update it regularly.

**Attachments:**

5A: Slides

5B: Roadmap

# Final CARTA Multiyear Workplan

Board of Directors

04 August 2025

Attachment 5A



# Policy Decisions and Opportunities

Area	Discuss (Information)	Decide (Action)
Goals	March	April
Eligibility		
Hours of Operation		
Toll Collection/Interoperability		
Pricing Structure	April	May
FasTrak® Account Management		
Toll Exemptions	May	June
Toll Discounts		September
Enforcement & Violations	June	August
CARTA Multiyear Workplan		
BOS/CSC Provider	August	October
Financing and Revenue	September	
Data Retention and security	2026	2027
Equity Program		

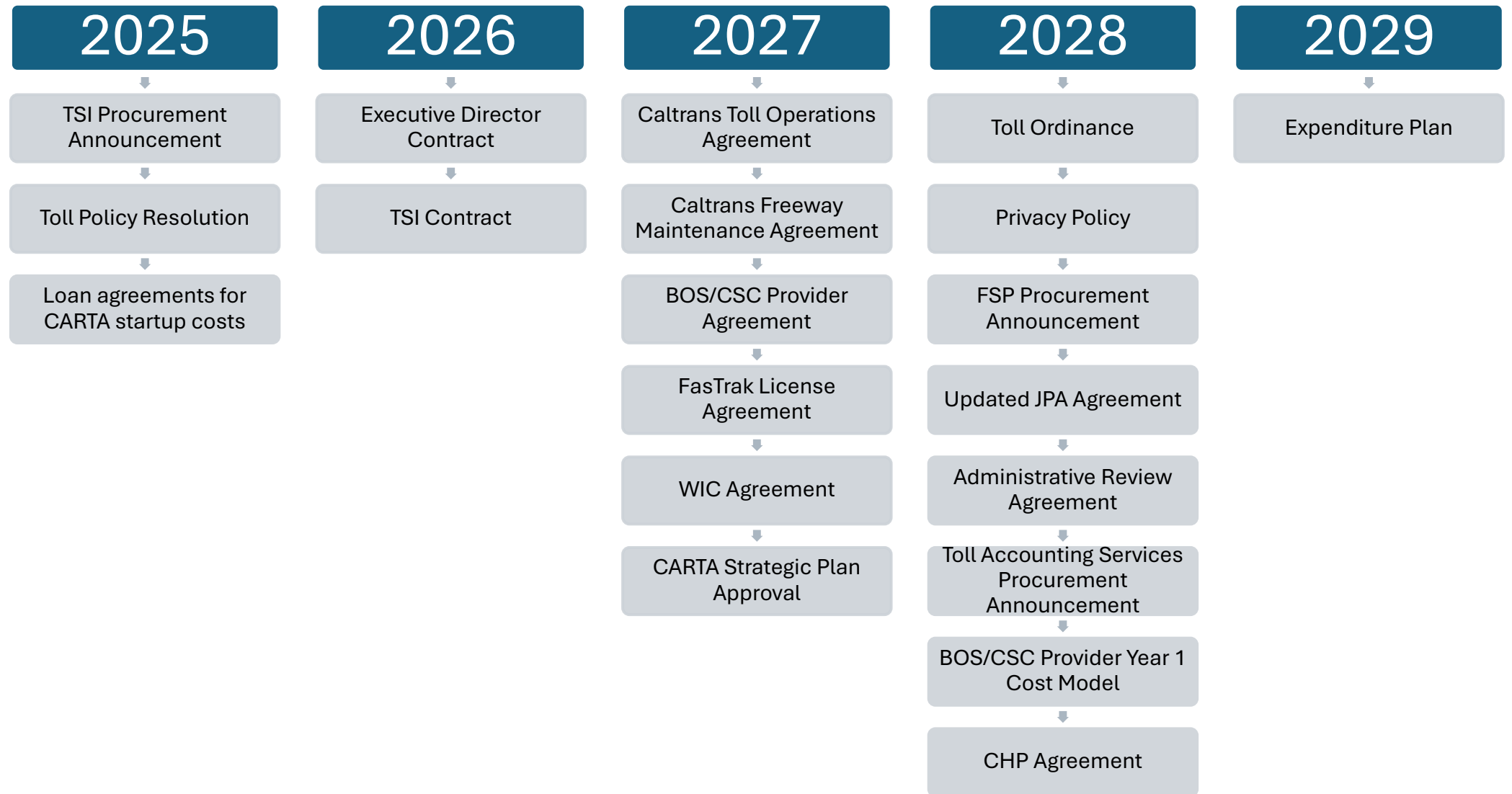
# Roadmap Sections

1. Interface Milestones	11. Operations Agreements, Plans, SOPs
2. Milestone Dashboard	12. BOS/CSC Agreements, Plans, SOPs
3. Agreement Milestones	13. Financing/Accounting Agreements, Plans, SOPs
4. CARTA Leadership Dashboard	14. TCS Design, Development, Testing, Revenue Service Commencement
5. Program/Project Management	15. Legislative and Standards
6. Risk Management	16. Facilities
7. Project Financing	17. Stakeholder Relations/Support
8. CARTA Organization	18. Marketing and Communications
9. Toll Policies and Business Rules	19. Reporting
10. Maintenance Agreements, Plans, SOPs	

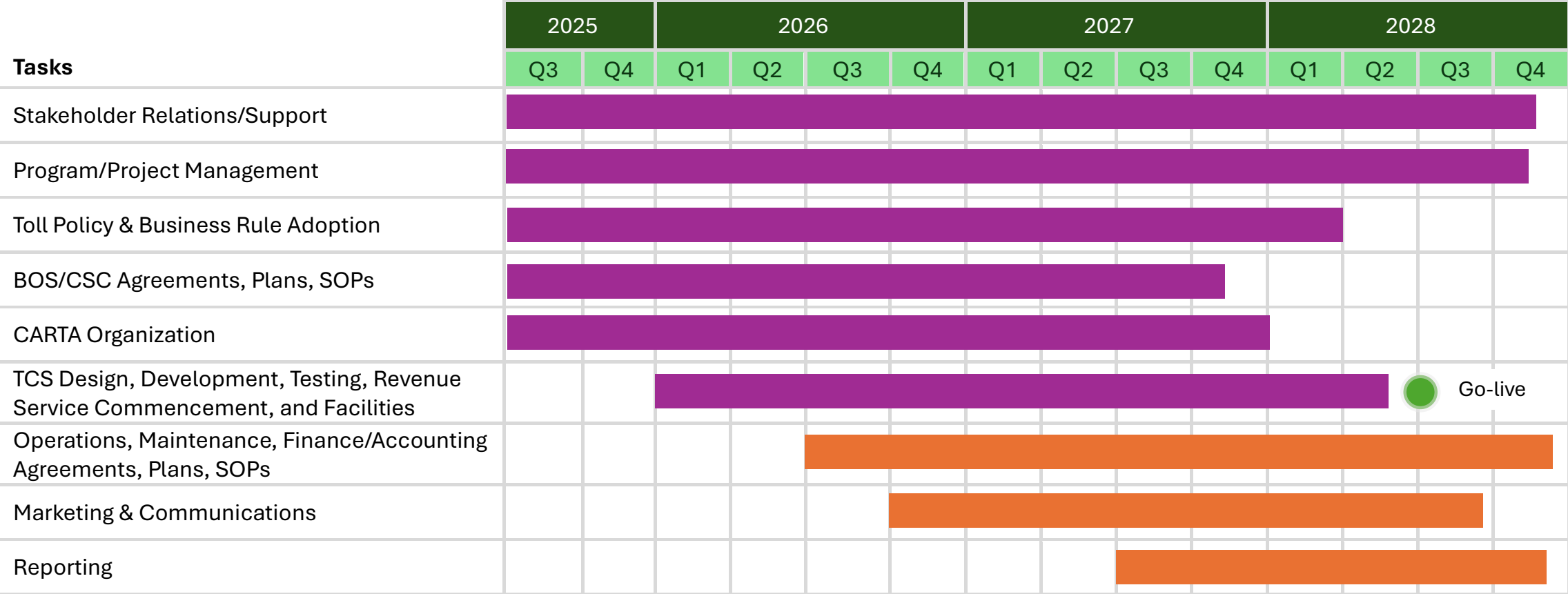
# DRAFT Milestone Dashboard

Milestone	Target Date	Scheduled Date
CARTA Toll Policy Resolution Adopted	12/17/25	
Yolo 80 Roadside System TSI NTP	6/8/26	
Yolo 80 EL Start of Civil Turnover for System Installation	11/3/26	
CARTA BOS/CSC Agreement Executed	3/16/27	
Yolo 80 Roadside System Factory Acceptance Testing Completion	9/2/27	
Yolo 80 Roadside/BOS Integration Complete	12/1/27	
Yolo 80 EL Launch of Communications and Marketing	2/7/28	
CARTA Toll Ordinance and Privacy Policy Adopted	1/19/28	
Yolo 80 EL Opening/Revenue Service Commencement	7/5/28	

# Board Approval Overview



# Roadmap Timeline



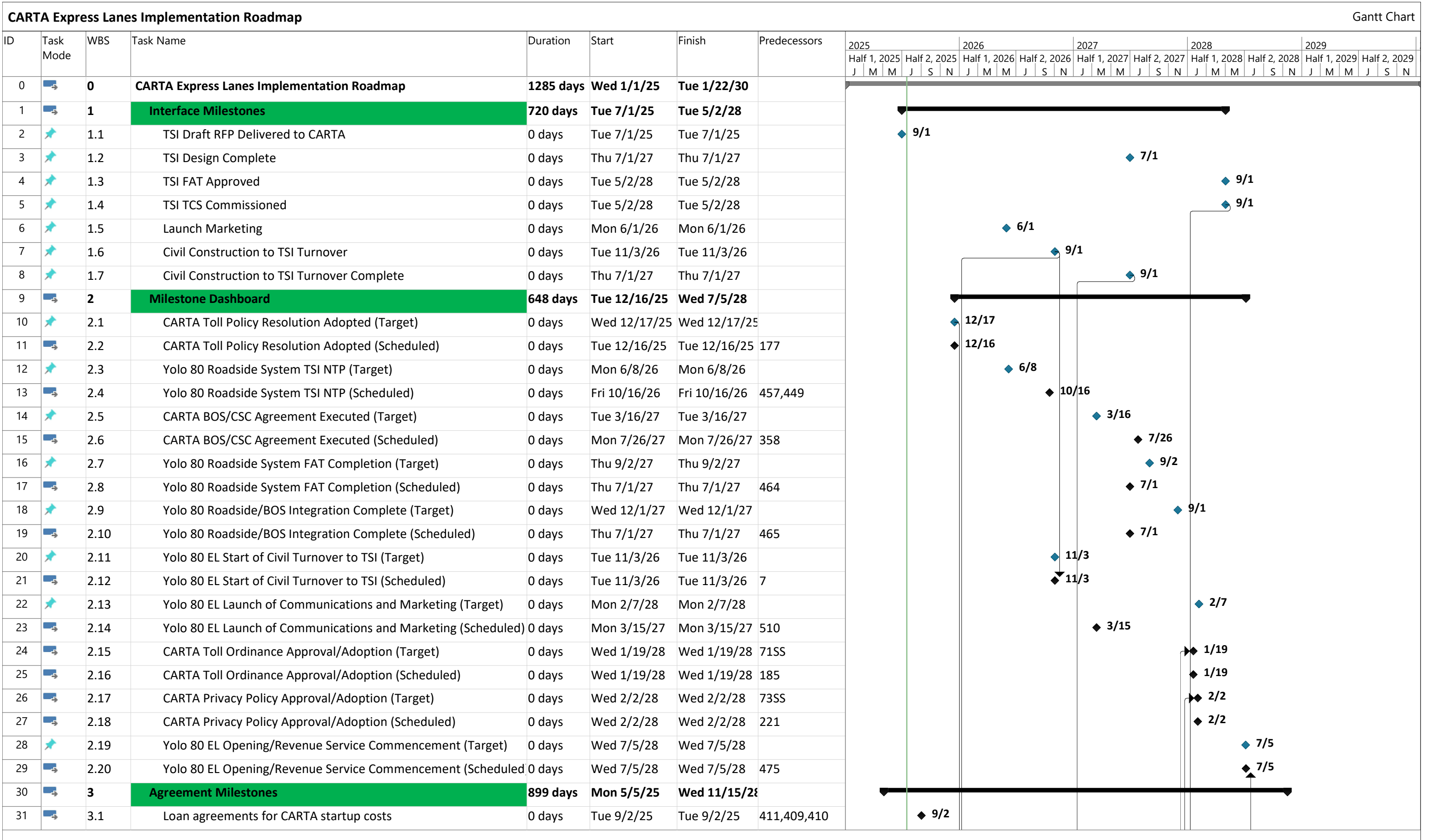
# Staff Recommendation

- Staff recommends that the Board:
  - Accept the Roadmap as complete
  - Direct staff to implement and update it



**Capital Area Regional Tolling Authority**

[captollauthority.org](http://captollauthority.org) | [ssoules@hntb.com](mailto:ssoules@hntb.com)



CARTA Express Lanes Implementation Roadmap								Gantt Chart																	
ID	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors	2025			2026			2027			2028			2029					
								Half 1, 2025		Half 2, 2025	Half 1, 2026		Half 2, 2026	Half 1, 2027		Half 2, 2027	Half 1, 2028		Half 2, 2028	Half 1, 2029		Half 2, 2029			
								J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N
32		3.2	Executive Director Contract	0 days	Fri 6/19/26	Fri 6/19/26	147																		
33		3.3	Caltrans Cooperative Agreement	0 days	Tue 4/28/26	Tue 4/28/26	448																		
34		3.4	Caltrans Toll Operations Agreement	0 days	Mon 9/20/27	Mon 9/20/27	276,288																		
35		3.5	Caltrans Freeway Maintenance Agreement	0 days	Fri 3/10/28	Fri 3/10/28	241																		
36		3.6	Caltrans Power Service Sharing Agreement	0 days	Fri 9/3/27	Fri 9/3/27	287																		
37		3.7	BOS/CSC Provider Agreement	0 days	Mon 8/9/27	Mon 8/9/27	359																		
38		3.8	Administrative Review Agreement	0 days	Mon 3/13/28	Mon 3/13/28	395																		
39		3.9	TSI Agreement	0 days	Fri 10/16/26	Fri 10/16/26	457,449																		
40		3.10	CHP Agreement	0 days	Fri 6/16/28	Fri 6/16/28	306																		
41		3.11	FSP Agreement	0 days	Wed 11/15/28	Wed 11/15/28	315																		
42		3.12	FasTrak License Agreement	0 days	Tue 6/27/28	Tue 6/27/28	375																		
43		3.13	Legal Services Agreement	0 days	Mon 5/5/25	Mon 5/5/25	108																		
44		3.14	Toll Accounting Services Agreement	0 days	Tue 6/20/28	Tue 6/20/28	427																		
45		3.15	WIC Agreement	0 days	Tue 9/7/27	Tue 9/7/27	495																		
46		3.16	Updated JPA Agreement	0 days	Tue 4/11/28	Tue 4/11/28	268																		
47		4	<b>CARTA Leadership Dashboard</b>	988 days	Tue 9/2/25	Mon 7/23/29																			
48		4.1	<b>TAG Meeting Dashboard</b>	529 days	Thu 2/19/26	Mon 3/20/28																			
49		4.1.1	<b>Operational Rules</b>	182 days	Tue 3/30/27	Thu 12/16/27																			
55		4.1.2	Walk-In Center	0 days	Thu 2/4/27	Thu 2/4/27	491																		
56		4.1.3	CARTA Policies and Procedures	0 days	Wed 7/14/27	Wed 7/14/27	151																		
57		4.1.4	Performance Metrics	0 days	Thu 3/16/28	Thu 3/16/28	296																		
58		4.1.5	Incident Management Plan	0 days	Tue 10/27/26	Tue 10/27/26	281																		
59		4.1.6	Asset Management	0 days	Fri 2/26/27	Fri 2/26/27	252																		
60		4.1.7	Equity Program	0 days	Tue 5/11/27	Tue 5/11/27	228SS																		
61		4.1.8	Construction Update #1	0 days	Thu 2/19/26	Thu 2/19/26	7FS-180 days																		
62		4.1.9	Construction Update #2	0 days	Wed 2/24/27	Wed 2/24/27	8FS-90 days																		
63		4.1.10	Factory Acceptance Test	0 days	Thu 7/1/27	Thu 7/1/27	464																		
64		4.1.11	EL Insurance Coverage	0 days	Wed 2/17/27	Wed 2/17/27	123																		
65		4.1.12	Marketing Strategy	0 days	Mon 6/1/26	Mon 6/1/26	509SS																		
66		4.1.13	Operational Readiness (RS Install/testing, TOC, WIC, hiring/training plans)	0 days	Mon 3/20/28	Mon 3/20/28	472																		
67		4.2	<b>Board Approval Dashboard</b>	988 days	Tue 9/2/25	Mon 7/23/29																			

CARTA Express Lanes Implementation Roadmap								Gantt Chart																													
ID	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors	2025			2026			2027			2028			2029																	
								Half 1, 2025			Half 2, 2025			Half 1, 2026			Half 2, 2026			Half 1, 2027			Half 2, 2027			Half 1, 2028			Half 2, 2028			Half 1, 2029			Half 2, 2029		
								J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N
68	→	4.2.1	Loan agreements for CARTA startup costs	0 days	Tue 9/2/25	Tue 9/2/25	411				◆ 9/2																										
69	→	4.2.2	Toll Policy Resolution	0 days	Wed 12/17/25	Wed 12/17/25	177				◆ 12/17																										
70	→	4.2.3	Executive Director Contract	0 days	Fri 6/19/26	Fri 6/19/26	147					◆ 6/19																									
71	→	4.2.4	Toll Ordinance	0 days	Wed 1/19/28	Wed 1/19/28	185										◆ 1/19																				
72	→	4.2.5	CARTA Strategic Plan Approval	0 days	Mon 1/25/27	Mon 1/25/27	162								◆ 1/25																						
73	→	4.2.6	Privacy Policy	0 days	Wed 2/2/28	Wed 2/2/28	221										◆ 2/2																				
74	→	4.2.7	Caltrans Toll Operations Agreement	0 days	Fri 9/3/27	Fri 9/3/27	275,287										◆ 9/3																				
75	→	4.2.8	Caltrans Freeway Maintenance Agreement	0 days	Wed 12/1/27	Wed 12/1/27	239										◆ 12/1																				
76	→	4.2.9	BOS/CSC Provider Agreement	0 days	Mon 7/26/27	Mon 7/26/27	357								◆ 7/26																						
77	→	4.2.10	Policies and Procedures	0 days	Wed 1/5/28	Wed 1/5/28	154										◆ 1/5																				
78	→	4.2.11	BOS/CSC Provider Year 1 Cost Model	0 days	Mon 5/22/28	Mon 5/22/28	369											◆ 5/22																			
79	→	4.2.12	Administrative Review Agreement	0 days	Mon 1/17/28	Mon 1/17/28	393										◆ 1/17																				
80	→	4.2.13	TSI Procurement Announcement	0 days	Fri 12/19/25	Fri 12/19/25	452				◆ 12/19																										
81	→	4.2.14	CHP Agreement	0 days	Fri 6/2/28	Fri 6/2/28	305											◆ 6/2																			
82	→	4.2.15	FSP Procurement Announcement	0 days	Fri 3/10/28	Fri 3/10/28	310										◆ 3/10																				
83	→	4.2.16	FasTrak License Agreement	0 days	Thu 12/2/27	Thu 12/2/27	373										◆ 12/2																				
84	→	4.2.17	Toll Accounting Services Procurement Announcement	0 days	Tue 11/23/27	Tue 11/23/27	422										◆ 11/23																				
85	→	4.2.18	WIC Agreement	0 days	Fri 7/2/27	Fri 7/2/27	493								◆ 7/2																						
86	→	4.2.19	Updated JPA Agreement	0 days	Tue 4/11/28	Tue 4/11/28	268										◆ 4/11																				
87	→	4.2.20	Expenditure Plan	0 days	Mon 7/23/29	Mon 7/23/29	441																									◆ 7/23					
88	→	5	<b>Program/Project Management</b>	1036 days	Wed 4/9/25	Mon 5/7/29																															
106	→	6	<b>Risk Management</b>	1156 days	Mon 5/5/25	Tue 11/20/29																															
107	→	6.1	Procure Legal Services	0 days	Mon 5/5/25	Mon 5/5/25		◆ 5/5																													
109	→	6.2	Ongoing Risk Management	1150 days	Tue 5/13/25	Tue 11/20/29																															
115	→	6.3	Procure Insurance Coverage	270 days	Tue 1/27/26	Wed 2/17/27																															
124	→	7	<b>Project Financing</b>	1043 days	Fri 11/14/25	Wed 12/26/29																															
125	→	7.1	Prepare Financial Plan Annual Update (FPAU)	540 days	Mon 2/16/26	Thu 3/30/28																															
129	→	7.2	Update O&M Forecast	865 days	Fri 1/2/26	Fri 5/25/29																															
134	→	7.3	Update Financial Model (Pre-Go-Live)	150 days	Mon 11/2/26	Fri 6/4/27																															
137	→	7.4	Research Planning Grant Opportunities	1043 days	Fri 11/14/25	Wed 12/26/29																															
143	→	8	<b>CARTA Organization</b>	1008 days	Mon 11/17/25	Mon 11/5/29																															
144	→	8.1	Hire Executive Director	180 days	Mon 11/17/25	Mon 8/3/26																															

CARTA Express Lanes Implementation Roadmap								Gantt Chart																					
ID	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors	2025		2026				2027				2028				2029							
								Half 1, 2025		Half 2, 2025		Half 1, 2026		Half 2, 2026		Half 1, 2027		Half 2, 2027		Half 1, 2028		Half 2, 2028		Half 1, 2029		Half 2, 2029			
								J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J
149	→	8.2	Establish CARTA policies and procedures	360 days	Tue 8/4/26	Wed 1/5/28																							
155	→	8.3	Develop Express Lanes program organizational structure (initial & ultimate) that maps key Express Lanes program functions to responsible parties	790 days	Tue 8/4/26	Wed 9/12/29																							
161	→	8.4	Develop CARTA strategic plan	120 days	Tue 8/4/26	Mon 1/25/27																							
163	→	8.5	Implement staffing and training plans	828 days	Tue 8/4/26	Mon 11/5/29																							
168	→	9	<b>Toll Policies &amp; Business Rules</b>	1094 days	Thu 2/20/25	Mon 6/11/29																							
169	→	9.1	Obtain CARTA TAG/Board approval of Toll Policy and Toll Ordinance	739 days	Thu 2/20/25	Wed 1/19/28																							
187	→	9.2	Obtain Staff approval of Business Rules	446 days	Tue 3/17/26	Thu 12/16/27																							
196	→	9.3	Obtain Staff approval of Violations Rules	155 days	Wed 8/19/26	Tue 3/30/27																							
201	→	9.4	Obtain Staff approval of Toll Enforcement Rules	155 days	Wed 8/19/26	Tue 3/30/27																							
206	→	9.5	Obtain Staff approval of Revenue Recognition Rules	155 days	Wed 8/19/26	Tue 3/30/27																							
211	→	9.6	Obtain Staff approval of Non-Revenue Rules	155 days	Wed 8/19/26	Tue 3/30/27																							
216	→	9.7	Obtain CARTA Board approval of Privacy Policy	478 days	Tue 3/17/26	Wed 2/2/28																							
223	→	9.8	Obtain Board approval of Equity Program	650 days	Mon 6/1/26	Wed 12/20/28																							
231	→	9.9	Implement Equity Program	120 days	Thu 12/21/28	Mon 6/11/29	230																						
232	→	10	<b>Maintenance Agreements, Plans, SOPs</b>	1070 days	Tue 7/22/25	Fri 10/5/29																							
233	→	10.1	Develop Caltrans Freeway Maintenance Agreement	430 days	Wed 7/1/26	Fri 3/10/28																							
246	→	10.2	Develop TCS Maintenance Plan	180 days	Thu 7/1/27	Thu 3/16/28																							
248	→	10.3	Develop Asset Management Strategy	380 days	Thu 2/19/26	Tue 8/17/27																							
254	→	10.4	Develop "Net Toll Revenue" Policy/Plan	1070 days	Tue 7/22/25	Fri 10/5/29																							
259	→	11	<b>Operations Agreements, Plans, SOPs</b>	912 days	Fri 10/31/25	Tue 6/5/29																							
260	→	11.1	Assess CTOC agreement/MOU requirements for CARTA	0 days	Fri 10/31/25	Fri 10/31/25																							
263	→	11.2	Maintain and Update JPA Agreement	220 days	Tue 6/1/27	Tue 4/11/28																							
269	→	11.3	Develop Toll Operations Agreement with Caltrans	400 days	Fri 1/2/26	Wed 7/28/27																							
283	→	11.4	Develop Power Sharing Agreement	280 days	Thu 8/13/26	Mon 9/20/27																							
289	→	11.5	Develop TSI Operations Plans	180 days	Thu 7/1/27	Thu 3/16/28																							
299	→	11.6	Establish CHP Agreement	245 days	Thu 7/1/27	Fri 6/16/28																							
307	→	11.7	Establish FSP Service	295 days	Tue 9/21/27	Wed 11/15/28																							
316	→	11.8	Develop Express Lanes Oversight Procedures	310 days	Fri 3/17/28	Tue 6/5/29																							
327	→	11.9	Develop CARTA Operations Plan	430 days	Mon 6/14/27	Wed 2/21/29																							

CARTA Express Lanes Implementation Roadmap								Gantt Chart																											
ID	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors	2025		2026				2027				2028				2029													
								Half 1, 2025		Half 2, 2025		Half 1, 2026		Half 2, 2026		Half 1, 2027		Half 2, 2027		Half 1, 2028		Half 2, 2028		Half 1, 2029		Half 2, 2029									
								J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J
337		12	<b>BOS/CSC Agreements, Plans, SOPs</b>	1090 days	Mon 3/3/25	Thu 6/14/29																													
338		12.1	BOS/CSC Letters of Interest	20 days	Mon 3/3/25	Fri 3/28/25																													
342		12.2	BOS/CSC Analysis	138 days	Thu 3/20/25	Thu 10/2/25																													
347		12.3	BOS/CSC Agreement	469 days	Fri 10/3/25	Mon 8/9/27																													
360		12.4	BOS/CSC Agreement Implementation	120 days	Tue 7/27/27	Mon 1/17/28																													
367		12.5	Year 1 BOS/CSC Cost Model	225 days	Tue 7/27/27	Tue 6/13/28																													
371		12.6	BOS/CSC provider FasTrak® License Agreement	235 days	Tue 7/27/27	Tue 6/27/28																													
376		12.7	Approve CSC Operations Plan	240 days	Fri 2/5/27	Mon 1/17/28																													
383		12.8	Develop Dispute Resolution Process	0 days	Tue 10/19/27	Tue 10/19/27																													
386		12.9	Develop Administrative Review Agreement	190 days	Mon 6/14/27	Mon 3/13/28																													
396		12.10	Evaluate Alternative Customer Payment Options	135 days	Wed 9/8/27	Mon 3/20/28																													
400		12.11	Develop Long Term BOS Strategy	390 days	Fri 12/3/27	Thu 6/14/29																													
407		13	<b>Finance/Accounting Agreements, Plans, SOPs</b>	1018 days	Tue 9/2/25	Tue 9/4/29																													
408		13.1	Establish CARTA Source of Funds for Start-up Costs	0 days	Tue 9/2/25	Tue 9/2/25																													
412		13.2	Determine flow of funds and accounting procedures	90 days	Fri 2/5/27	Fri 6/11/27																													
417		13.3	Procure Toll Accounting Services	290 days	Fri 4/30/27	Tue 6/20/28																													
428		13.4	Prepare Collection Agency Procurement (if desired)	330 days	Fri 2/5/27	Mon 5/22/28																													
437		13.5	Develop Expenditure Plan	255 days	Fri 9/1/28	Tue 9/4/29																													
443		14	<b>TCS Design, Development, Testing, Revenue Service Commencement</b>	765 days	Tue 7/1/25	Wed 7/5/28																													
444		14.1	Caltrans Cooperative Agreement	135 days	Thu 11/6/25	Tue 5/19/26																													
450		14.2	TSI Procurement	330 days	Tue 7/1/25	Fri 10/16/26																													
458		14.3	Approve TSI Design	0 days	Thu 7/1/27	Thu 7/1/27																													
463		14.4	TCS Development Ready for Implementation	0 days	Thu 7/1/27	Thu 7/1/27																													
467		14.5	Toll Commissioning	0 days	Tue 5/2/28	Tue 5/2/28																													
471		14.6	Develop day by day startup schedule	10 days	Tue 2/8/28	Mon 2/21/28	5FS-60 days																												
472		14.7	Conduct CARTA training	30 days	Tue 2/8/28	Mon 3/20/28	471SS																												
473		14.8	TSI End-to-End Testing	15 days	Tue 5/2/28	Mon 5/22/28	468,469,470																												
474		14.9	Real World Testing	30 days	Tue 5/23/28	Wed 7/5/28	473																												
475		14.10	<b>Revenue Service Commencement</b>	0 days	Wed 7/5/28	Wed 7/5/28	474																												
476		15	<b>Legislative &amp; Standards</b>	1030 days	Wed 1/1/25	Fri 1/19/29																													
477		15.1	Monitor CAV legislation	270 days	Wed 1/1/25	Thu 1/22/26																													
478		15.2	Monitor legislation that could help or harm CARTA (ongoing)	1030 days	Wed 1/1/25	Fri 1/19/29	477SS																												

**CARTA Express Lanes Implementation Roadmap**

Gantt Chart

ID	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors	2025		2026				2027				2028				2029													
								Half 1, 2025		Half 2, 2025		Half 1, 2026		Half 2, 2026		Half 1, 2027		Half 2, 2027		Half 1, 2028		Half 2, 2028		Half 1, 2029		Half 2, 2029									
								J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J
479		15.3	Identify applicable legislative that may impact I-5 or US 50	1030 days	Wed 1/1/25	Fri 1/19/29	477SS	1/19																											
480		15.4	Monitor MUTCD (FHWA & CA) Updates	1030 days	Wed 1/1/25	Fri 1/19/29	477SS	1/19																											
481		15.5	Monitor Caltrans DD-43 revisions	400 days	Wed 1/1/25	Mon 7/27/26		7/27																											
482		<b>16</b>	<b>Facilities</b>	<b>615 days</b>	<b>Wed 1/14/26</b>	<b>Tue 6/13/28</b>																													
483		16.1	Determine CARTA HQ/work location for staff	60 days	Fri 2/13/26	Thu 5/7/26	145	2/13 5/7																											
484		<b>16.2</b>	<b>Determine CARTA Walk-In-Center or other local customer service</b>	<b>420 days</b>	<b>Wed 1/14/26</b>	<b>Tue 9/7/27</b>																													
496		<b>16.3</b>	<b>Walk in Center Implementation</b>	<b>195 days</b>	<b>Wed 9/8/27</b>	<b>Tue 6/13/28</b>																													
501		16.4	Identify CARTA Maintenance Layout Area	90 days	Thu 8/13/26	Mon 12/21/26	234	8/13 12/21																											
502		<b>17</b>	<b>Stakeholder Relations/Support</b>	<b>1285 days</b>	<b>Wed 1/1/25</b>	<b>Tue 1/22/30</b>																													
503		17.1	Discussion with SACOG on LRTP and CARTA Express Lane plans (ongoing)	1030 days	Wed 1/1/25	Fri 1/19/29		1/19																											
504		17.2	Brief key stakeholders/influencers in person at least annually regarding status of major projects and activities (ongoing)	1030 days	Wed 12/17/25	Tue 1/8/30	10	12/17																											
505		17.3	Brief TAG/Board on Project updates/status (ongoing)	1030 days	Wed 12/17/25	Tue 1/8/30	10	12/17																											
506		17.4	Plan/execute key milestone events (e.g., major milestones, ribbon cutting ceremony, etc.)	1030 days	Fri 1/2/26	Tue 1/22/30		1/2																											
507		<b>18</b>	<b>Marketing and Communications</b>	<b>520 days</b>	<b>Mon 6/1/26</b>	<b>Thu 6/15/28</b>																													
508		<b>18.1</b>	<b>Marketing Strategy</b>	<b>520 days</b>	<b>Mon 6/1/26</b>	<b>Thu 6/15/28</b>																													
516		<b>18.2</b>	<b>CARTA EL Website</b>	<b>120 days</b>	<b>Wed 6/9/27</b>	<b>Mon 11/29/27</b>																													
522		<b>19</b>	<b>Reporting</b>	<b>390 days</b>	<b>Thu 7/1/27</b>	<b>Mon 1/15/29</b>																													
523		<b>19.1</b>	<b>Determine Business Intelligence/Data Analytics needs</b>	<b>390 days</b>	<b>Thu 7/1/27</b>	<b>Mon 1/15/29</b>																													
528		<b>19.2</b>	<b>Develop operational performance metrics and analysis report for pre and post opening monitoring</b>	<b>150 days</b>	<b>Thu 7/1/27</b>	<b>Thu 2/3/28</b>																													
532		<b>19.3</b>	<b>Develop Monthly/Quarterly Operations Status Report for Committee and/or Board</b>	<b>60 days</b>	<b>Thu 7/1/27</b>	<b>Fri 9/24/27</b>																													



## Enforcement and Violations

**Prepared By:** Sam Soules, HNTB  
**Attachments:** Yes

### **Recommendation:**

Staff recommends that the board adopt the following draft toll policy as detailed in Attachment 6B:

- CARTA makes all reasonable attempts to encourage toll payment
- CARTA makes a concerted effort to convert violators into customers.
- CARTA adopts the following toll evasion penalty schedule:
  - 1<sup>st</sup> Notice = Unpaid toll + \$25
  - 2<sup>nd</sup> Notice = Unpaid toll + \$50

Staff also recommends that the Board authorize CARTA staff to:

- Develop a penalty waiver and reduction program with the selected Back Office System / Customer Service Center (BOS/CSC) partner
- Develop violation rules to define how CARTA enforces the payment of tolls
- Develop an agreement with the California Highway Patrol (CHP) for future board action

### **Background:**

CARTA staff intend to have a toll policy resolution for the board's approval by the end of 2025. To do this, CARTA staff will advance toll policy topics in the following sequence:

1. Staff will present information items about specific toll policies as part of "workshops" at board meetings.
2. Using direction from the board "workshop" discussion and from the TAG, staff will bring a staff recommendation on the previously discussed policies as action items for the board. These items will include draft resolution language regarding each toll policy.
3. Once each toll policy has been addressed using steps 1-2, staff will draft a complete toll policy resolution that combines the language previously approved for each individual toll policy for the board's consideration and approval.

This series of workshops, individual toll policy approvals, and final toll policy resolution will occur over the course of 2025, with the final toll policy resolution adopted by the end of the year.

The June workshop included information and a discussion on toll violations and enforcement. As detailed in the June workshop, toll enforcement rules define how CARTA enforces traffic safety and express lane policy, while violation policies define how CARTA enforces the payment of tolls. Both types of policies are generally consistent across existing express lane facilities in California since many are dictated by the California Vehicle Code (CVC), applicable laws and statutes, and best practices.

The CARTA board previously voted to approve a series of mission, vision, and values statements that prioritize customer service. In alignment with this value, the board expressed interest in encouraging violators to become FasTrak® customers and disincentivizing repeat toll violations. Similarly, the board previously indicated their interest in developing policies that encourage FasTrak® adoption by violators who are likely to use CARTA's express lanes again, while recognizing the impacts of penalties on infrequent, one-time offenders, and specifically drivers who violate the FasTrak® requirement in the express lane facility's first year of opening.

## **Discussion:**

### *Toll Enforcement*

To facilitate traffic safety enforcement and as a requirement under AB 194, CARTA staff will must develop an agreement with the California Highway Patrol to provide enforcement services for the toll lanes. This CHP agreement will define the enforcement rules and services CHP will provide within the lanes. Common violations that are enforced by CHP include, but are not limited to:

- Buffer crossing violations
- License plate mounting violations
- Vehicles traveling above posted speed limit
- Prohibited vehicles travelling in the express lanes (i.e., trailers and 3+ axle vehicles)
- Vehicles without a valid FasTrak® transponder
- Occupancy declaration violations

CARTA staff are requesting board direction to begin discussions with CHP and develop a draft agreement to bring back to the CARTA board for review and approval. In addition, CARTA staff, in partnership with YoloTD and Caltrans, will continue to explore occupancy enforcement options that are cost effective, result in less leakage, and help institute fair usage of the express lanes.

### *Toll Violations*

Generally, toll agencies make all reasonable attempts to encourage the payment of tolls to promote equitable cost sharing among all customers of the facility. To enforce the payment of tolls, agencies create toll violation rules and policies, which include incentives and penalties. These rules must include a toll evasion penalty schedule, which sets exact violation penalty amounts that customers must pay after they use the lane without a valid

FasTrak® account (in addition to their unpaid toll). The penalty amount typically escalates the longer a payment is not made.

### Incentives

With board approval, staff will work with the selected BOS/CSC provider to develop policies that help users of CARTA's facilities to pay their tolls, gives grace to infrequent and unintentional offenders, and encourages regular customers to open a FasTrak® account. Incentive policies include:

- Waiving the penalty for first-time violators (consistent with CVC §40258)
- Payment plans for low-income customers (consistent with CVC §40269.5)
- Waiving penalties for opening a FasTrak® account
- Several avenues for forgiveness
- Empowered customer service representatives
- Greater generosity during ramp-up period

These policies will be formalized during the business requirements development process with the BOS/CSC provider.

### Penalties

To be consistent with CARTA's adopted Mission, Vision and Values, staff developed a toll evasion penalty schedule that:

- Discourages initial and repeat violations
- Incentivizes payment and account creation
- Covers the operational costs of violation enforcement and resolution
- Offsets forgiveness programs
- Aligns with peer agencies

Staff recommend adoption of the following toll evasion penalty schedule, which best achieves the objectives listed above:

- 1<sup>st</sup> Notice = Unpaid toll + \$25
- 2<sup>nd</sup> Notice = Unpaid toll + \$50

### *TAG Discussion*

Prior to the board meeting, TAG members met to discuss the proposed toll enforcement and violations policy. The TAG unanimously supported the staff recommendation to develop incentives/waivers as part of the business requirements process with CARTA's BOC/CSC partner. The TAG also unanimously supported staff's recommended toll evasion penalty schedule.

### *Summary*

Staff recommends that the board adopt an enforcement and violation policy as outlined in Attachment 6B. Staff recommend that the board approve the set of enforcement and violations policies as one policy; however, each policy can be considered individually at the board's discretion. Should the board feel one or more recommendations require additional analysis or discussion, individual decisions could be deferred to future meetings. Staff further request direction to begin developing an agreement with CHP and to develop violation penalty enforcement and penalty waiver/reduction business requirements with CARTA's BOS/CSC.

**Attachments:**

6A: Slides

6B: Draft Toll Policy Register

# Toll Enforcement and Violations

Board of Directors

04 August 2025

Attachment 6A



# Policy Decisions and Opportunities

Area	Discuss (Information)	Decide (Action)
Goals	March	April
Eligibility		
Hours of Operation		
Toll Collection/Interoperability		
Pricing Structure	April	May
FasTrak® Account Management		
Toll Exemptions	May	June
Toll Discounts		September
Enforcement & Violations	June	August
CARTA Multiyear Workplan		
BOS/CSC Provider	August	October
Financing and Revenue	September	
Data Retention and security	2026	2027
Equity Program		

# In-Lane Enforcement

Enforcement

CHP

N/A

# Toll Violations

## Violation Policies

Incentives

Penalties

# Incentives

Statutory one-time waiver

Statutory low-income payment plan

Administrative review and dispute resolution

Empowered customer service representatives

Several avenues are available for forgiveness

- Penalty waivers
- Settlements

Greater generosity during ramp-up period

# Penalties

Discourages initial and repeat violations

Incentivizes payment of tolls and account creation

Covers the operations cost of issuing and resolving violations

Offsets forgiveness programs

Aligns with peer agencies

# Peer Toll Evasion Penalties

Name	Facility Type(s)*	1 <sup>st</sup> Notice	2 <sup>nd</sup> Notice
Bay Area Bridges	BR	Unpaid toll + \$5	Unpaid toll + \$20
Bay Area ELs	EL	Unpaid toll + \$10	Unpaid toll + \$30
CARTA	EL	Unpaid toll + \$25	Unpaid toll + \$50
Golden Gate Bridge	BR	Unpaid toll + \$25	Unpaid toll + \$50
SBCTA	EL	Unpaid toll + \$25	Unpaid toll + \$50
SANDAG	EL & TR	Unpaid toll + \$40	Unpaid toll + \$100
TCA	TR	Unpaid toll + \$57.50	Unpaid toll + \$100
<i>Regulatory Maximums</i>	<i>All</i>	<i>Unpaid Toll + \$60</i>	<i>Unpaid Toll + \$100</i>

\* BR = Bridge, EL = Express Lane, TR = Toll Road

# Staff Recommendation

**Staff recommends that the board authorize CARTA staff to:**

- Develop an agreement with CHP
- Develop a penalty waiver and reduction program

**Adopt violation toll policy including the following toll violation penalty schedule:**

1 <sup>st</sup> Notice	2 <sup>nd</sup> Notice
Unpaid Toll + \$25	Unpaid Toll + \$50



**Capital Area Regional Tolling Authority**

[captollauthority.org](http://captollauthority.org) | [ssoules@hntb.com](mailto:ssoules@hntb.com)

**Capital Area Regional Tolling Authority**  
**CARTA Toll Policy Adoption Register**



*Draft: August 2025*

The purpose of this document is to provide a record of policy guidance from the CARTA Board during the 2025 toll policy development process. The policies listed in this register will be finalized in the Toll Policy Resolution adopted by the CARTA Board in December 2025. The Toll Policy Resolution is intended to be applied regionally to all future express lane facilities. However, deviations from adopted policies will be reviewed on a case-by-case basis and may be approved at the Board's discretion.

#	Topic	Policy	Board Adoption Date
1	Hours of Operation	To maximize operational flexibility, CARTA express lanes will be managed 24 hours a day, 7 days a week, including weekends and holidays, using tolling and non-tolling modes as warranted by traffic congestion.	4/9/25
2	Eligibility	Eligible use of the express lanes will comply with California Vehicle Code. Eligible express lanes users include qualified High Occupancy Vehicle (HOVs), motorcycles, transit buses, and toll-paying lower occupancy vehicles. Two-axle vehicles are eligible to access the express lanes but vehicles with 3-or-more axles (excluding transit vehicles) and vehicles towing a trailer are prohibited from the express lanes.	4/9/25
3	Transponder Requirements	Express lane users are required to use a valid FasTrak® transponder to pay their toll by deducting the amount due from their FasTrak® account.	4/9/25
4	Toll Pricing Structure	Tolls on CARTA's express lanes are calculated by a dynamic pricing algorithm that is designed to maintain express lanes speeds above 45 miles per hour by adjusting pricing based on real-time traffic conditions in the express lanes and adjacent general-purpose lanes.	5/28/25
5	Toll Pricing Approach	Tolls are assigned on a per-segment basis. Users are charged the toll rate posted on the segment's toll rate message signs at their time of entry into the express lane, regardless of the length they travel within a segment.	5/28/25

6	FasTrak® Account Management	CARTA will utilize an existing California back-office provider instead of procuring its own. As such, management of FasTrak® accounts and associated customer service will be provided by CARTA's operational partner (TBD), and any other interoperable agency with whom a customer has established their FasTrak® account.	5/28/25
7	Toll Exemptions	<p>The following vehicles are exempt from paying tolls:</p> <p>(A) Vehicles entering a CARTA toll facility outside the hours of operation of that facility, as indicated by signage when the lane is in "open to all" mode.</p> <p>(B) Public transportation, mass transit, paratransit, and blood transport vehicles that serve the public (specified in Vehicle Code section 21655.5) and over-the-road buses (specified in Section 166 of Title 23)</p> <p>(C) Authorized emergency vehicles (specified in Vehicle Code section 23301.5).</p> <p>(D) California Highway Patrol vehicles policing the CARTA express lanes.</p> <p>(E) Maintenance vehicles servicing the CARTA express lanes.</p>	6/11/25
8	Violation Enforcement	CARTA makes all reasonable attempts to encourage the payment of tolls to promote equitable cost sharing among all customers of the express lane facilities.	
9	Violator Incentives	CARTA makes a concerted effort to convert violators who will use CARTA's express lanes again to FasTrak® customers.	
10	Violation Penalties	<p>CARTA adopts the following toll evasion penalty schedule:</p> <ul style="list-style-type: none"> <li>- 1<sup>st</sup> Notice = Unpaid toll + \$25</li> <li>- 2<sup>nd</sup> Notice = Unpaid toll + \$50</li> </ul>	



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 7

### Back Office Procurement Process

**Prepared By:** Theresa Weekes, HNTB

**Attachments:** Yes

#### **Recommendation:**

Staff recommend that the board establish an ad hoc committee to review and advise on the selection of an agency to provide back office system (BOS) and customer service center (CSC) services to CARTA.

#### **Background:**

At the February meeting, the board directed staff to pursue an interagency agreement with an existing toll authority to provide BOS and CSC services to CARTA. In May, the board adopted a policy on FasTrak® Account Management to give formal effect to the February board direction and states that the partner toll authority would own the accounts of CARTA's facility users. This staff report provides an update on CARTA staff's work to date in developing and furthering the Back Office Procurement Process.

#### **Discussion:**

##### *Interest Letter*

Following board direction in February, CARTA staff drafted a letter of interest explaining CARTA's interest in partnering with an existing BOS provider. In the letter, CARTA requested an initial meeting to discuss the BOS provider's capability to and interest in partnering with CARTA. Staff sent letters of interest to all BOS providers within California:

- Bay Area Toll Authority (BATA)
- Los Angeles Metro (LA Metro)
- Orange County Transportation Authority (OCTA)
- Riverside County Transportation Commission (RCTC)
- San Diego Association of Governments (SANDAG)
- Transportation Corridor Agencies (TCA)

CARTA received responses from BATA, LA Metro, SANDAG, and TCA indicating their interest in discussing the opportunity further.

##### *Initial Back Office Meetings*

CARTA staff met with the four interested providers throughout the month of May. During the meetings, CARTA provided an overview of the CARTA's formation and the timeline of the Yolo 80 project, including back office and roadside procurements. The meetings were high-

level and intended to gauge initial interest and compatibility for a partnership. Specifically, CARTA asked about their BOS/CSC staffing structure and their current vendor contract duration and capacity. Other questions asked included their operational flexibility in working with facilities with different policies and with different business rules.

Out of the four agencies, only SANDAG stated that they did not want to continue exploring serving as CARTA's BOS provider. The other three agencies—BATA, LA Metro, and TCA—all expressed interest in pursuing further discussion on the prospect. From these meetings, CARTA understood that both BATA and TCA have served as service providers for other toll agencies. LA Metro's BOS/CSC currently services only its own express lanes, but the agency did express interest in becoming a service provider.

### *Back Office Evaluation*

Following the conclusion of the initial meetings, CARTA staff developed a set of evaluation questions to help understand the three BOS providers' service offerings as a potential CARTA partner. These questions fall into three main areas:

Functional Requirements: This set of questions aims to understand the BOS providers' readiness to partner with CARTA. Staff is interested in whether their BOS vendors have the capacity to take on additional transactions, and whether they have the required ability to design a system and two-way interface that will fit CARTA's needs. Additionally, CARTA is requesting a high-level timeline of their contract lifecycles. CARTA may face implementation and schedule risk if a potential BOS provider is not operationally ready or capable, or if they are expecting to reprocure their BOS or CSC contract near Yolo 80's go-live date.

Autonomy and Flexibility: With this line of questioning, CARTA is interested in better understanding the level of freedom they will have in customizing the BOS service to meet their needs. Specific questions request details about the onboarding process, the cost and timeline for operation and maintenance, how risk will be allocated between agencies, what reporting solutions will be available, and the level of flexibility CARTA will have to operate their facilities with adopted policy and business rules.

Customer Service: The BOS provider will also provide customer service for CARTA customers. As such, these questions aim to understand the number of customers currently served by each agency and more broadly, how the agency manages their CSC and contract. Specifically, CARTA is interested in how the CSC is staffed and managed, whether the call center has shareable success metric and planned updates, what types of payment options are made available to customers, and the type of customer communications CARTA can expect.

### *Next Steps*

CARTA staff has distributed evaluation questions to BATA, TCA, and LA Metro. Staff will meet with each Agency in July to capture and discuss responses. These responses will be

evaluated to determine which agency's business operations and customer service offerings are best aligned with CARTA's previously adopted vision, mission, and values. While staff will present a recommendation to the Board for discussion and action in October, staff recommend that the board establish an ad hoc committee to review these materials and advise staff prior to the October board meeting. Staff requests that the board discuss the evaluation approach for BOS providers, including the ad hoc committee, and offer feedback regarding the evaluation question or next steps.

**Attachments:**

7A: Slides

# Back Office Procurement Process

Board of Directors

04 August 2025

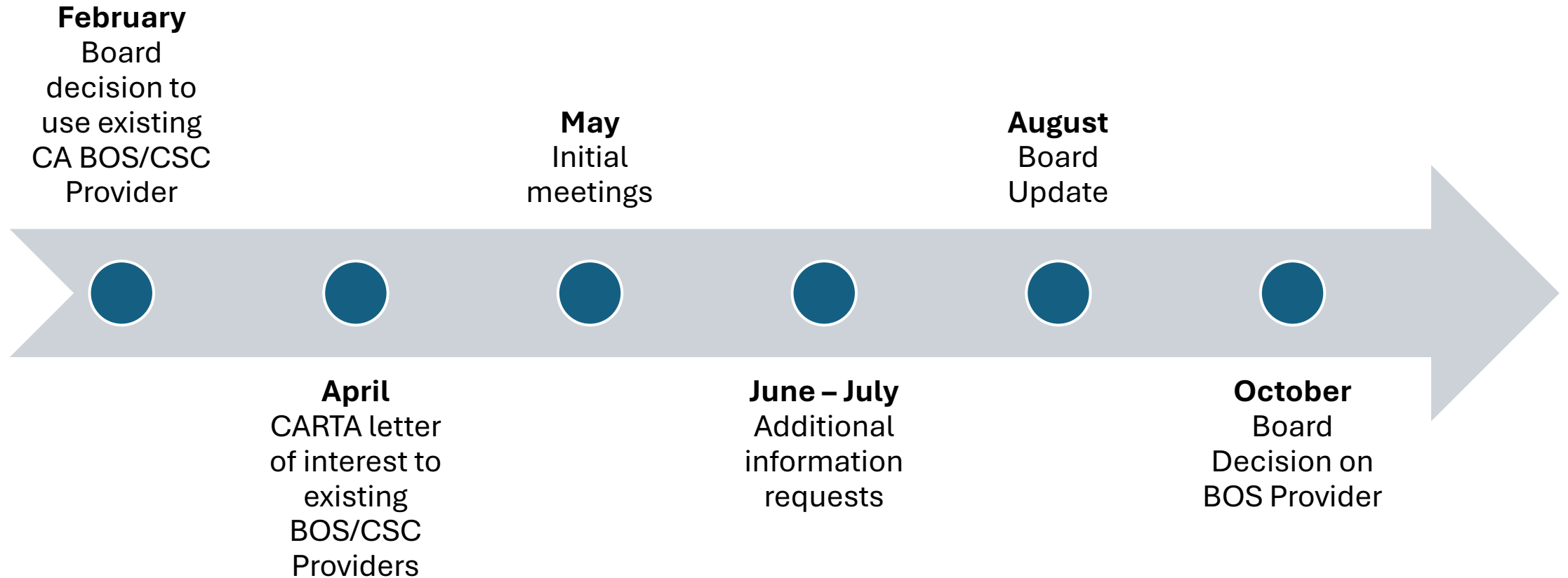
Attachment 7A



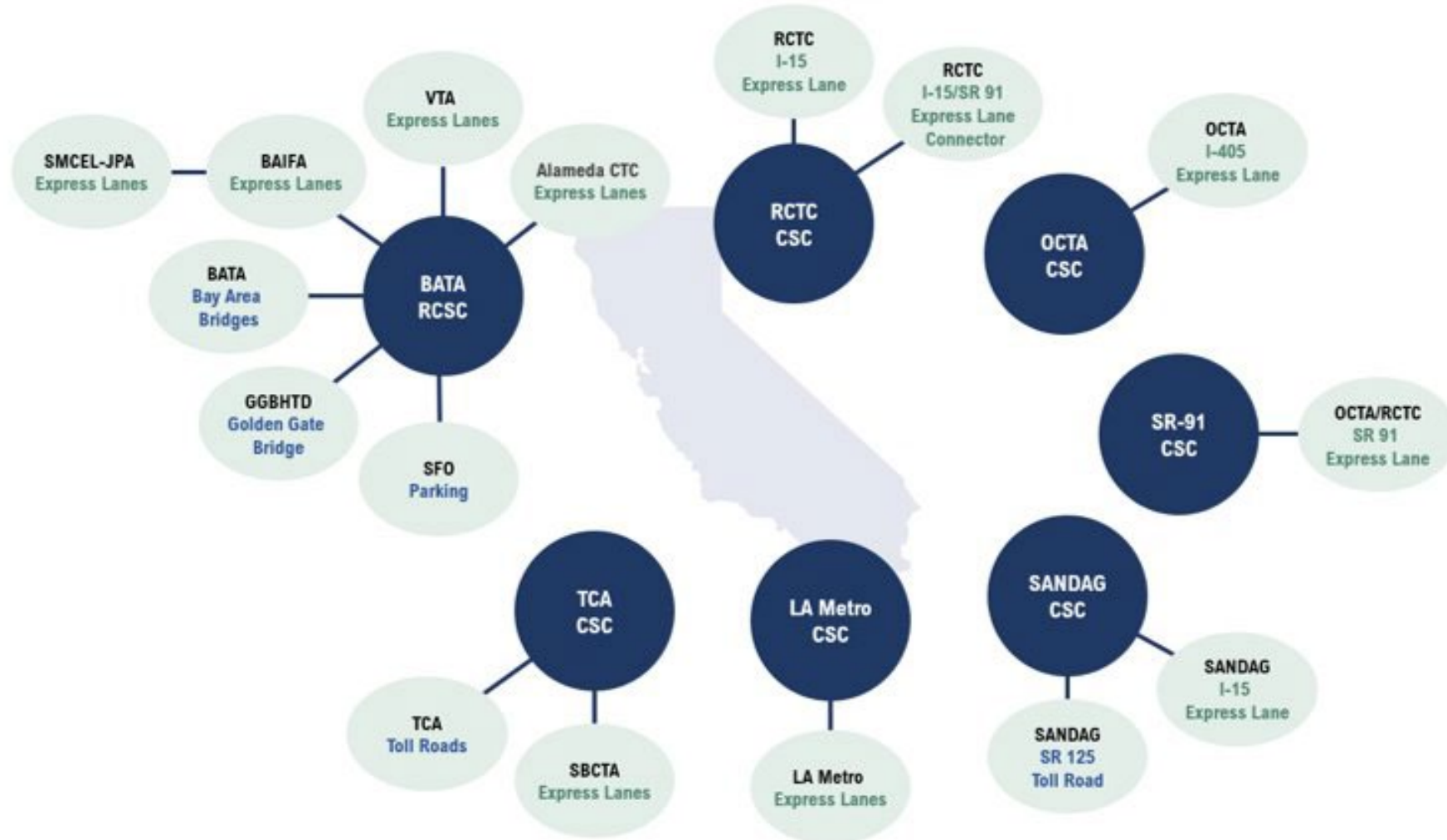
# Policy Decisions and Opportunities

Area	Discuss (Information)	Decide (Action)
Goals	March	April
Eligibility		
Hours of Operation		
Toll Collection/Interoperability		
Pricing Structure	April	May
FasTrak® Account Management		
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Toll Discounts		September
Enforcement & Violations	June	August
CARTA Multiyear Workplan		
BOS/CSC Provider	August	October
Financing and Revenue	September	
Data Retention and security	2026	2027
Equity Program		

# BOS/CSC Timeline



# BOS/CSC Provider Network



# CARTA Letter of Interest

Sent to existing California Back Office/Customer Service Centers



*METRO EXPRESSLANES*

**SANDAG**



# Initial Meetings

BOS/CSC staffing and structure

Current contract timeline and capacity

Operational flexibility

System communication and reporting

Risk allocation

Contract cost

# Additional Information Requests

## Functional Questions

- Agency readiness
- Back office system capability
- Back office vendor readiness

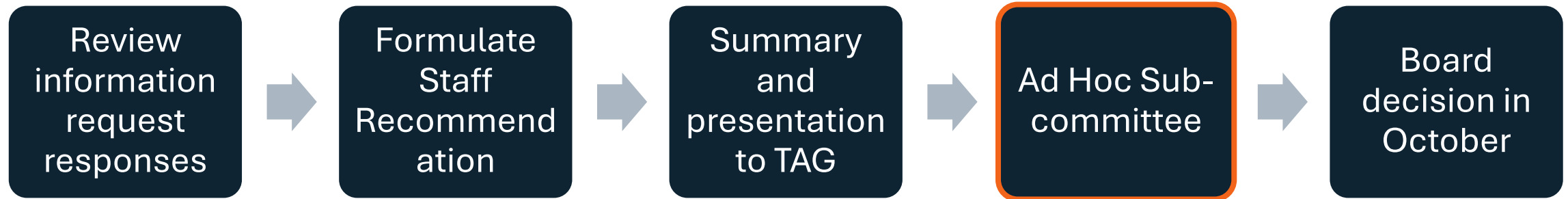
## Autonomy/Flexibility

- Onboarding process
- Ongoing operation and maintenance cost & timelines
- Risk allocation
- Reporting solutions
- Policy & business rule flexibility

## Customer Service Questions

- Current customer coverage
- Staffing and management
- Call center metrics & updates
- Payment options
- Customer communications

# Next Steps





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## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 8

### Yolo 80 Traffic and Revenue Study Draft Results

**Prepared By:** Kathleen Aziz, SACOG, and Carlos Contreras, C&M Associates

**Attachments:** Yes

**Recommendation:**

None; this item is for information only.

**Background:**

To aid in the timely delivery of Yolo 80, Yolo Transportation District is working with a consultant team to advance, among other tasks, a Traffic and Revenue (T&R) Study for Yolo 80. While a sketch-level analysis was done as part of the environmental and Assembly Bill 194 process, this more refined analysis will clarify CARTA's financial picture and inform key future decisions regarding toll rates and discounts. In April 2025, the consultant team provided the CARTA board with an overview of the scope and schedule of the Yolo 80 T&R Study. On July 14, 2025, the project team presented the results from the Yolo 80 T&R Study to the Yolo TD Board.

The T&R Study provides key data points to inform toll policy decisions, including the impact different policy alternatives have on congestion and revenue generation. As regularly discussed, toll policies are full of tradeoffs. For example, discounts can open up the lane(s) to more drivers, but that can lead to less available capacity to sell, higher toll rates for non-discounted trips, and lower overall revenue. The T&R Study quantifies some of the tradeoffs specific to Yolo 80 by providing the "bookends" of the possible revenue generated on the express lanes, as Low Case and High Case T&R scenarios.

The T&R Study's analysis is based on a modeling process that includes SACOG's SACSIM model and a toll diversion model. Population, employment, and other demand information is combined with multimodal transportation capacity information to predict how many possible travelers would utilize the toll lane under the Low Case and High Case T&R scenarios. The toll diversion model considers users' willingness to pay to benefit from potential travel time savings and travel time reliability. The T&R forecasts include different T&R assumptions for each scenario—e.g., toll revenue leakage, transponder penetration, and other key toll policy "levers" that can influence Yolo 80 revenue.

**Discussion:**

*Gross Revenue Estimates*

The core of this discussion centers around gross revenue estimates. It is critically important that the board and the public note that these estimates do not include operating costs,

maintenance, administration, reserves, debt repayment and other costs. CARTA staff are working to continue to refine cost estimates and will return at future meetings to discuss a waterfall of expenses and priorities for excess revenue.

The T&R Study analyzed two potential scenarios:

- A “Low Case” that has more generous discounts and toll rates, resulting in more vehicles and lower speeds in the toll lane, resulting in less toll revenue.
- A “High Case” with fewer discounts and higher toll rates, fewer vehicles and better travel times in the toll lane and more revenue.

In both scenarios, travel times are significantly improved for vehicles in both the toll lane and the “free” general purpose lanes. CARTA’s toll policy decisions to-date—and Yolo 80’s environmental document which establishes the lane as HOT 3+—will put Yolo 80 somewhere in between these two scenarios. Therefore, neither scenario should be considered a true estimate, but rather “Bookends” of the range of revenue CARTA could reasonably expect from Yolo 80.

In the “Low” case, Yolo 80 would generate \$13.6 million in gross revenue when it opens in 2028, which would increase to \$23.9 million in 2040. In the High Case, Yolo 80 would generate \$25.6 million in 2028, which would increase to \$40.9 million in 2040.

#### *Next Steps*

This revenue analysis represents one output of the larger draft T&R Study, which includes detailed analysis on who is most likely to use the Yolo 80 toll lanes and what trips they’ll take. Staff are working through this additional analysis to confirm that the toll policy decisions the board has made to-date are consistent with these results.

Staff plan to bring a Revenue Waterfall workshop item to the September board meeting, which will build on this item. Staff also plan to bring an update on CARTA’s start-up funding strategy in September. This will give the board a clearer picture of what these gross revenue estimates mean for CARTA’s future financial health and when excess revenues to reinvest in the corridor can be expected.



Source: NBCUniversal Media, LLC  
<https://www.nbcbayarea.com/news/california/toll-lanes-80-yolo-county/3542992/>

## Yolo 80 Managed Lanes Level 2 Traffic and Revenue Study

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August 4, 2025  
Attachment 8A

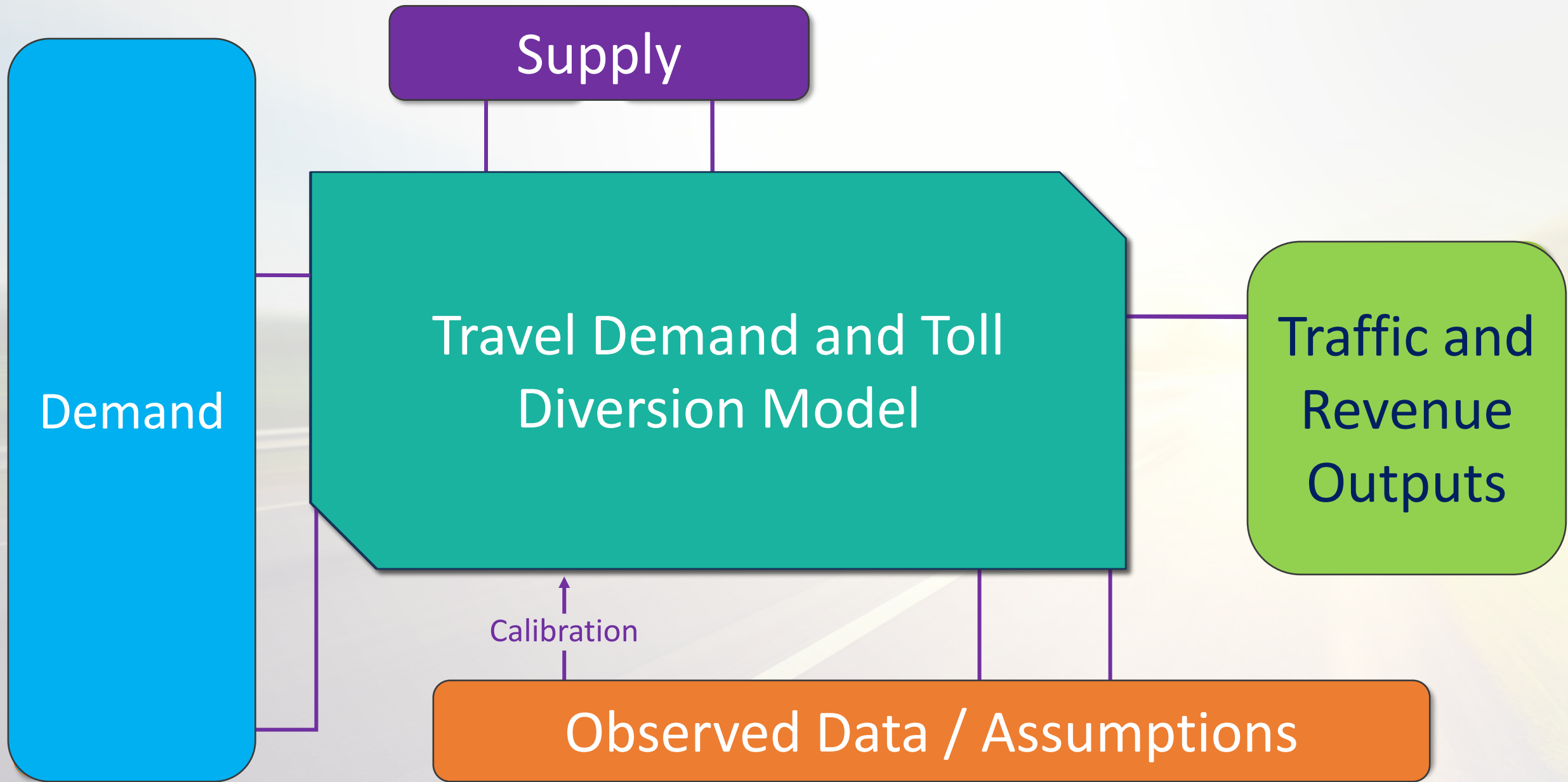
## Toll Operations Objectives\*



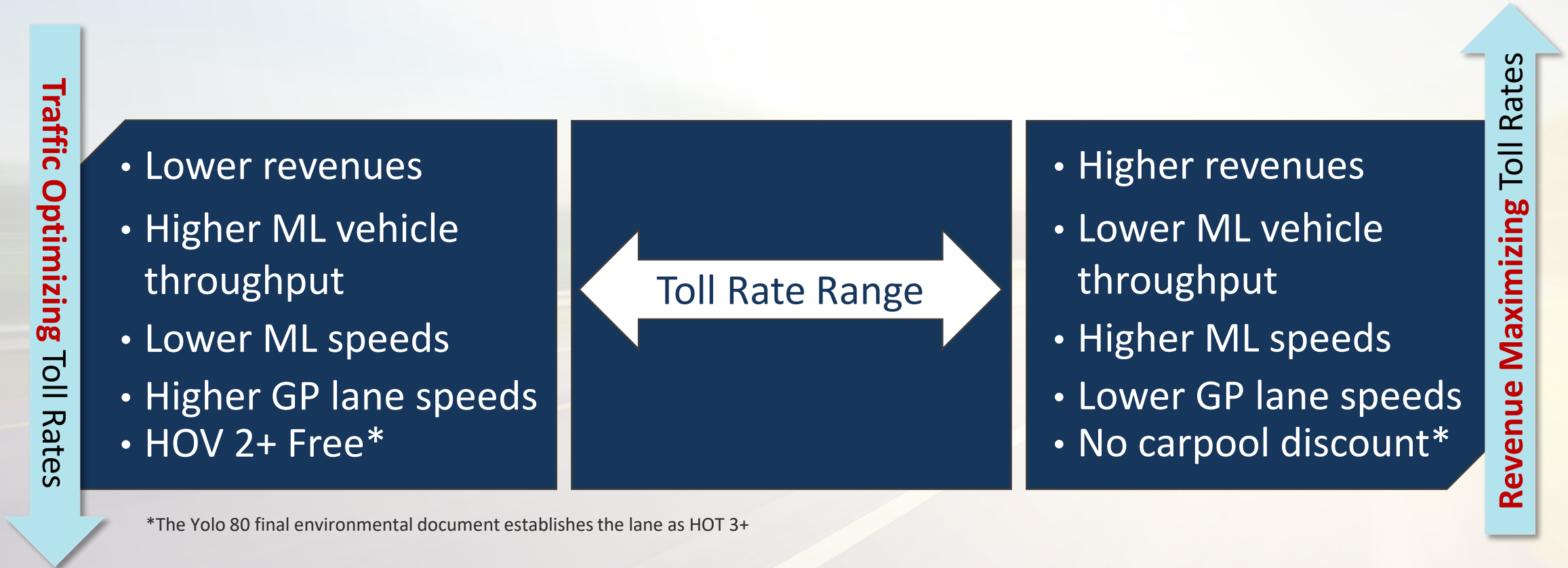
\* CARTA Toll and Other Managed Lanes System Review presentation, 12-19-24

## T&R informs all objectives/policy decisions:

- Toll rates
- Toll discounts
- Eligibility
- Hours of operation
- Managed lane separation
- Pricing structure (static, variable, dynamic)
- Available funds for O&M
- Quantifying outcomes



# Range of Toll Rates that provide Free Flow Speeds



\*The Yolo 80 final environmental document establishes the lane as HOT 3+

## T&R Results: Caveats

- “Bookend” ranges of plausible outcomes based on policies adopted elsewhere
- **“Gross”** revenue only. Does not include:
  - **Operations & Maintenance**
  - **Toll collections costs / back office contracting**
  - **Customer service**
  - **CARTA staffing / administration**
  - **Reserve costs**
  - **Debt repayment**
  - **Revenue leakage**

# T&R Results: Low Case

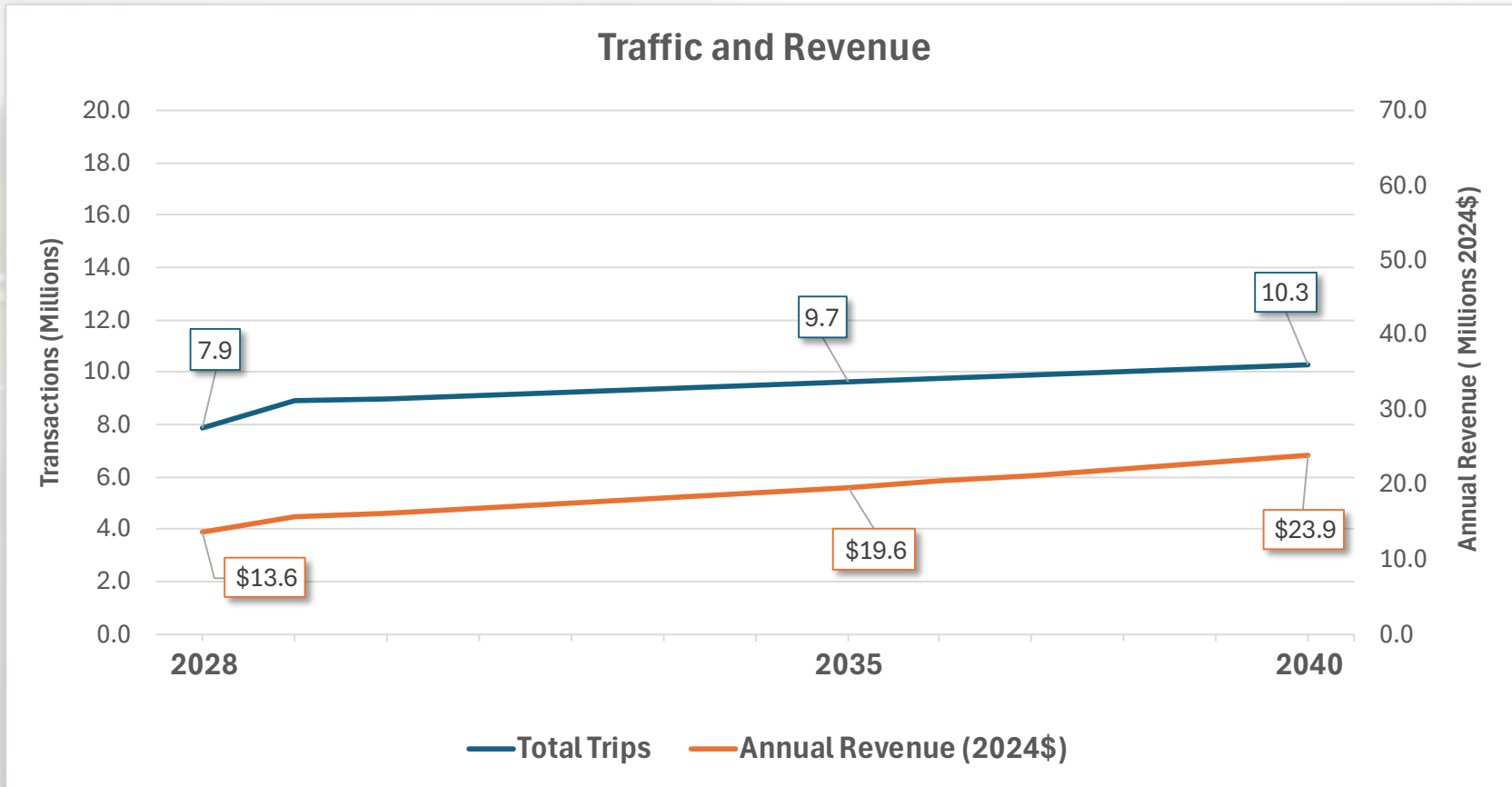


Opening year: 2028



Gross Revenue in 2024 dollars:

- 2028: \$13.6 million
- 2035: \$19.6 million
- 2040: \$23.9 million



\* This revenue does not include operational costs

# T&R Results: High Case

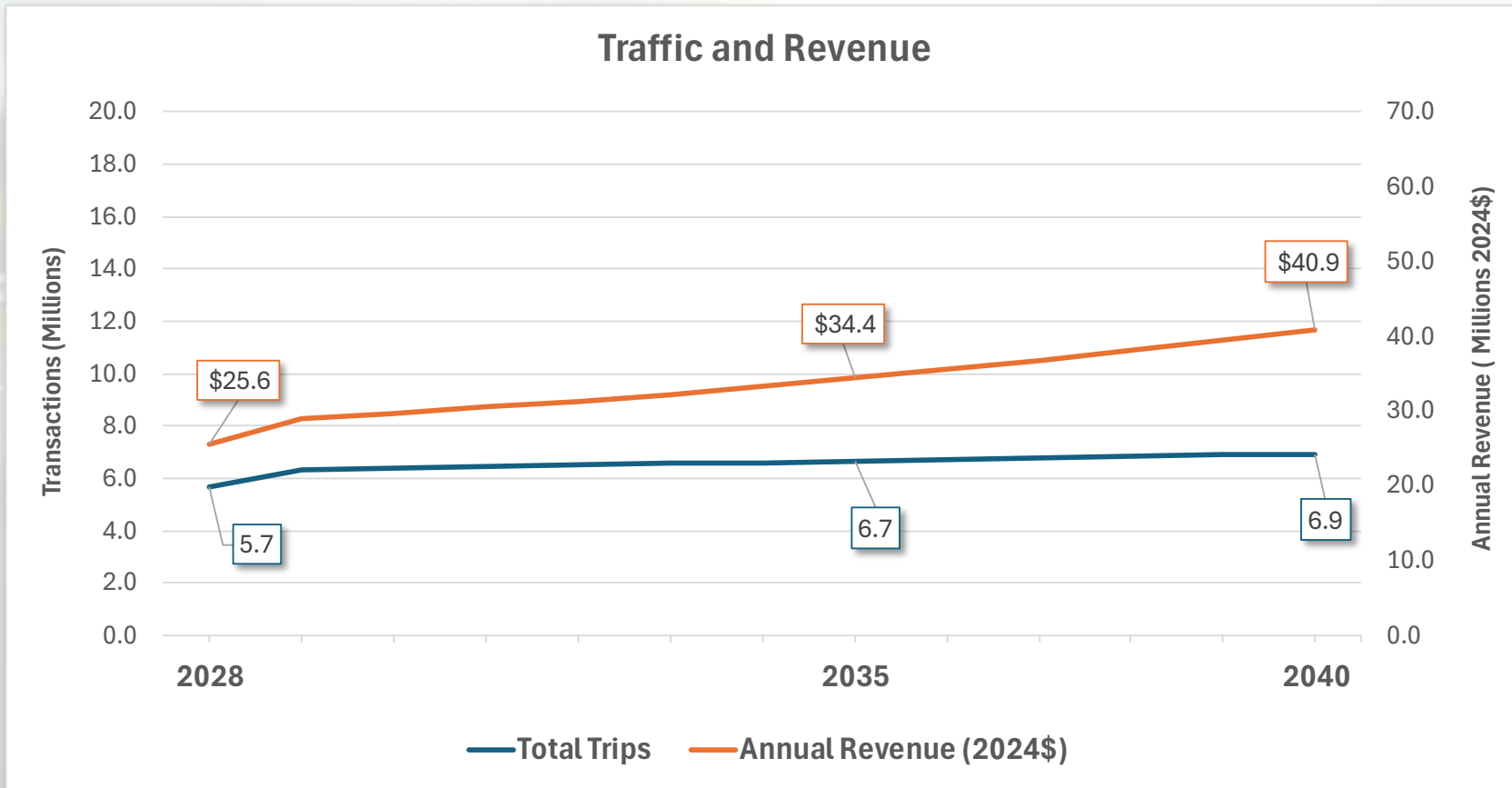


Opening year: 2028



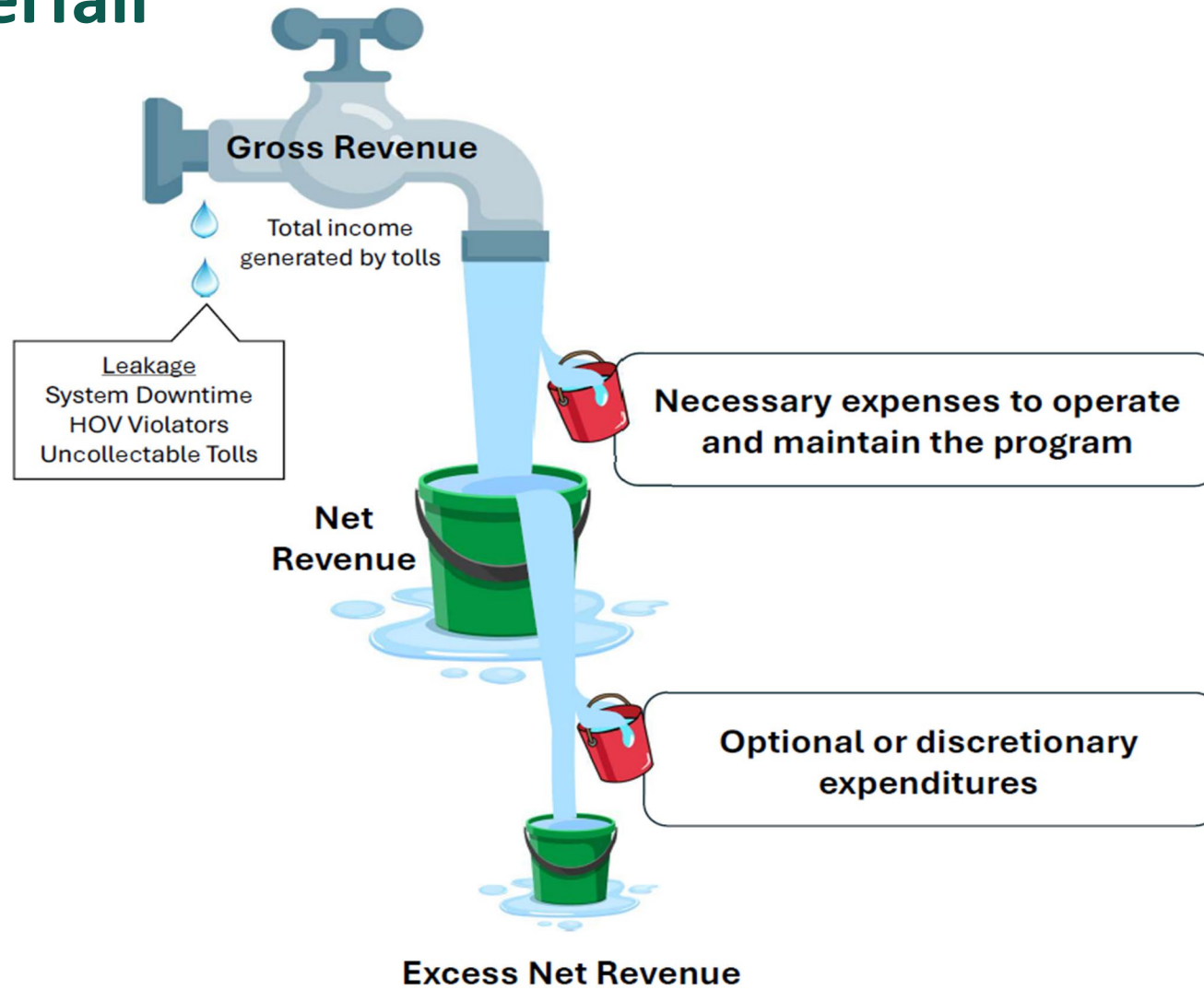
Gross Revenue in 2024 dollars:

- 2028: \$25.6 million
- 2035: \$34.4 million
- 2040: \$40.9 million

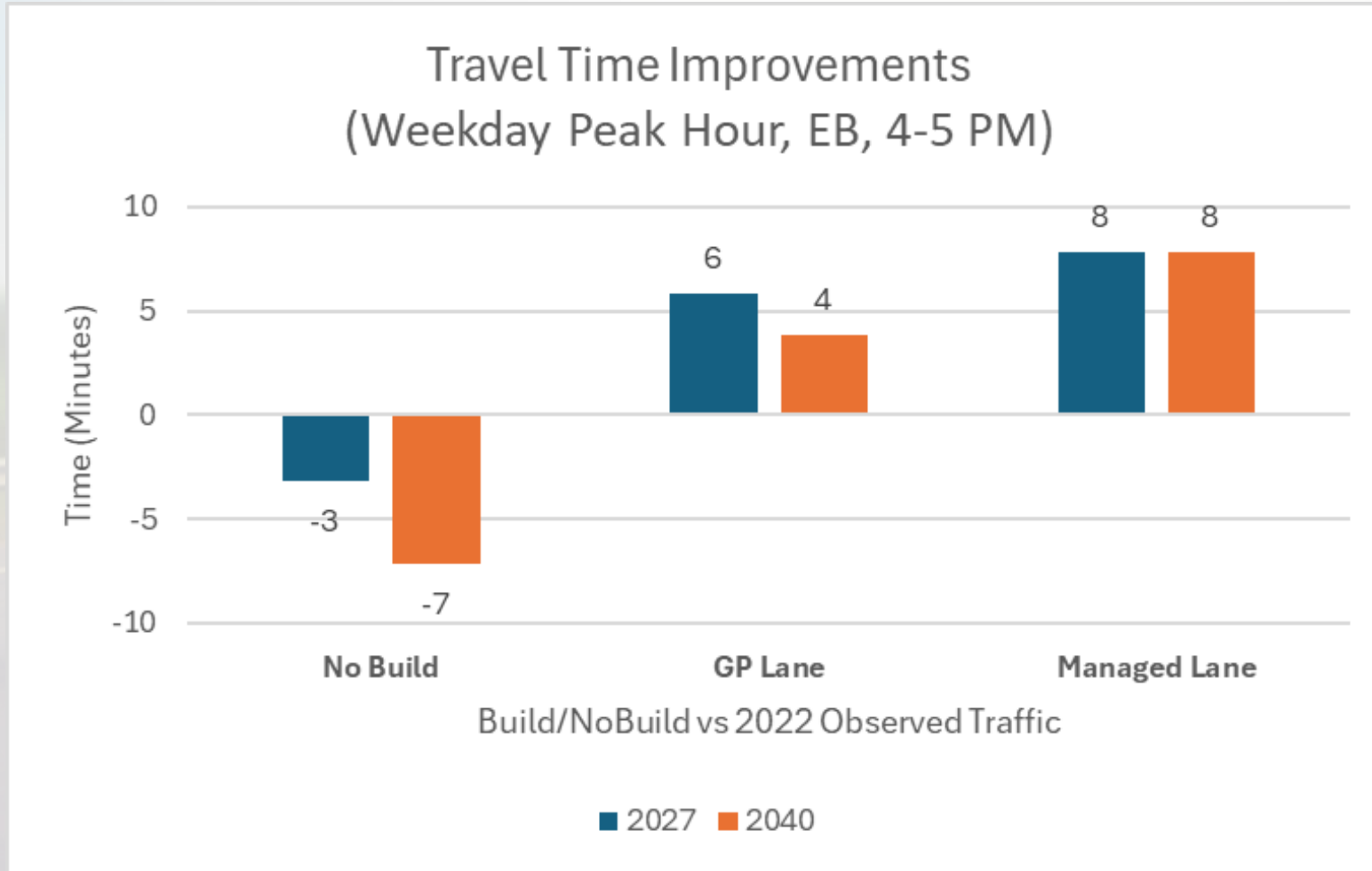


\* This revenue does not include operational costs

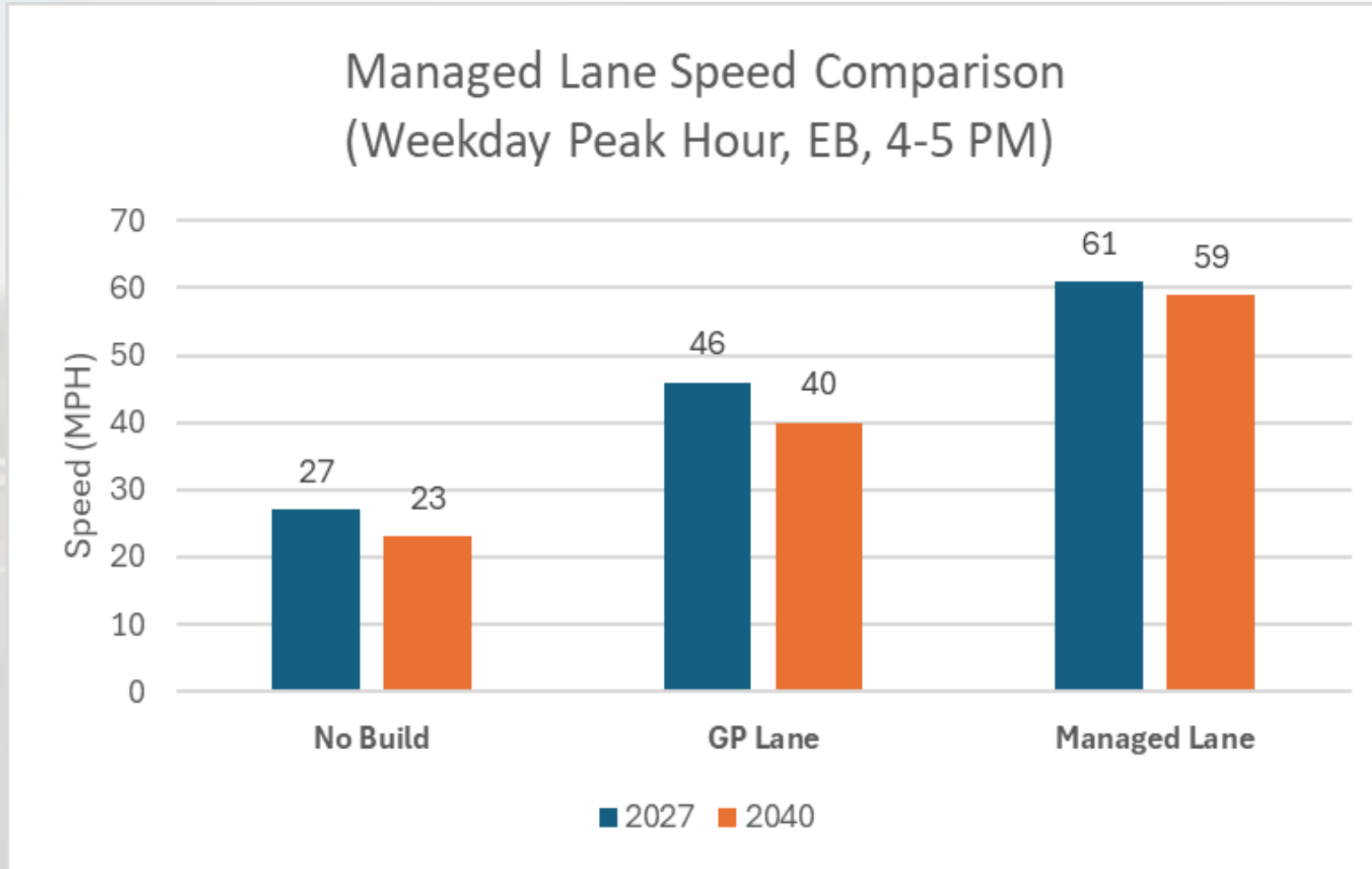
# Revenue Waterfall



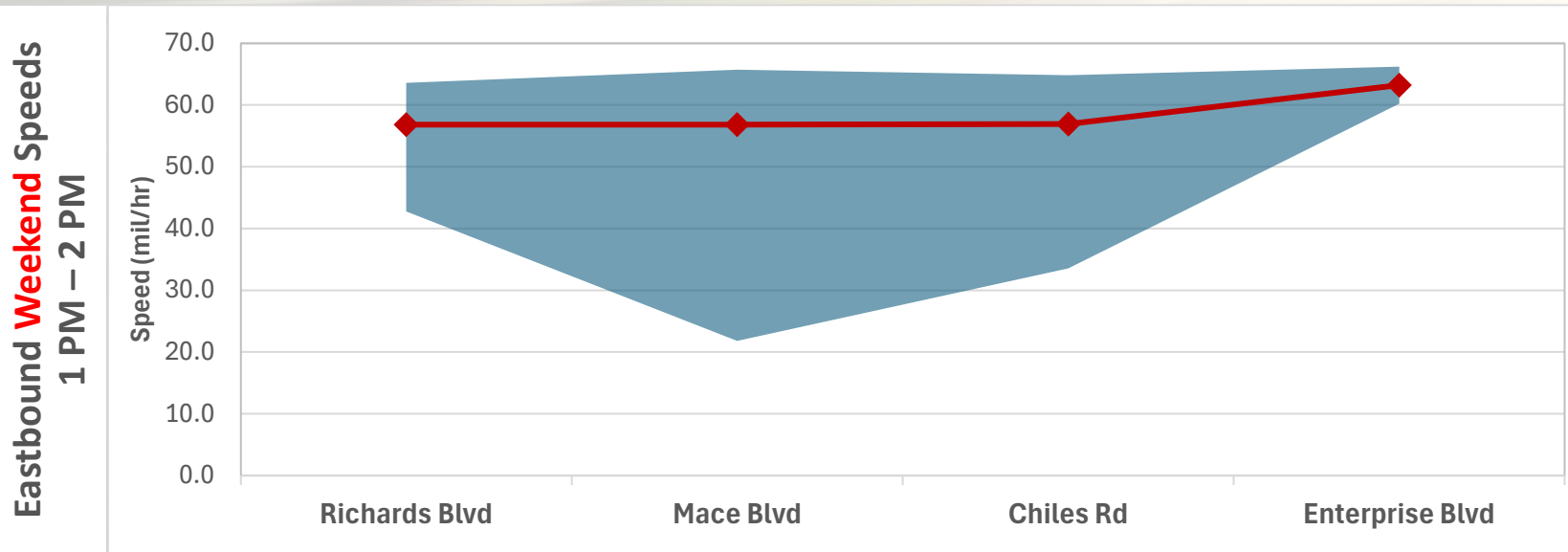
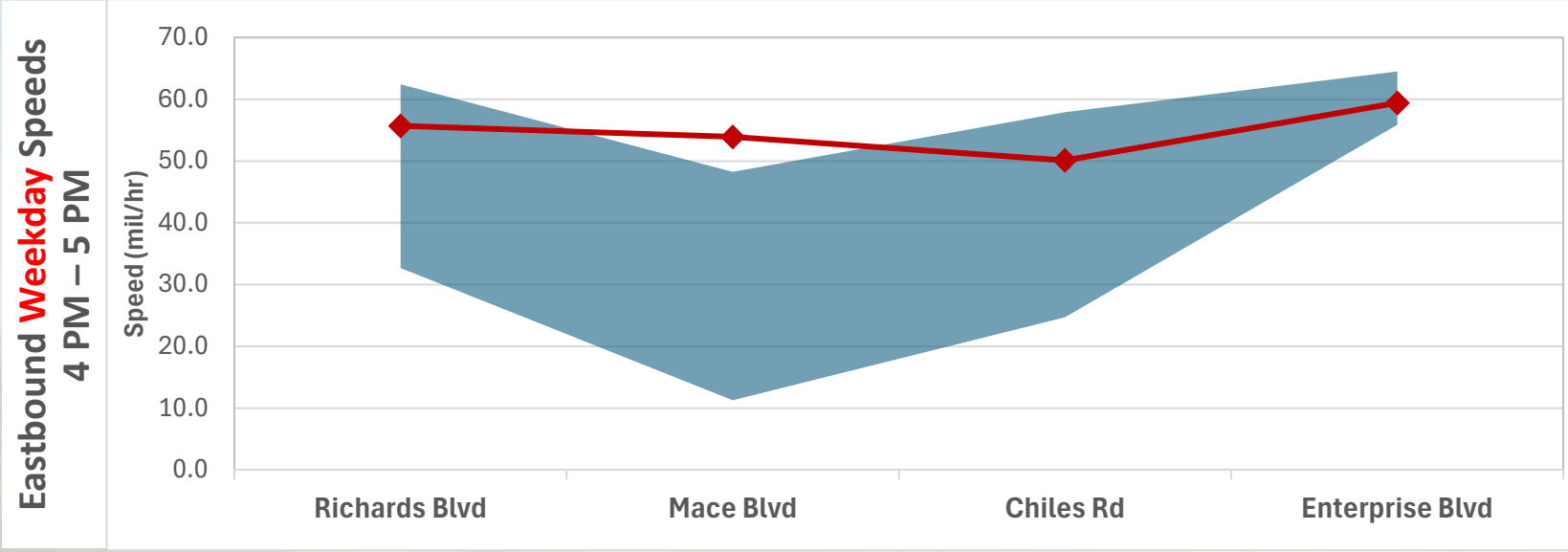
# 2027 and 2040 Time Improvements



# 2027 and 2040 Speeds



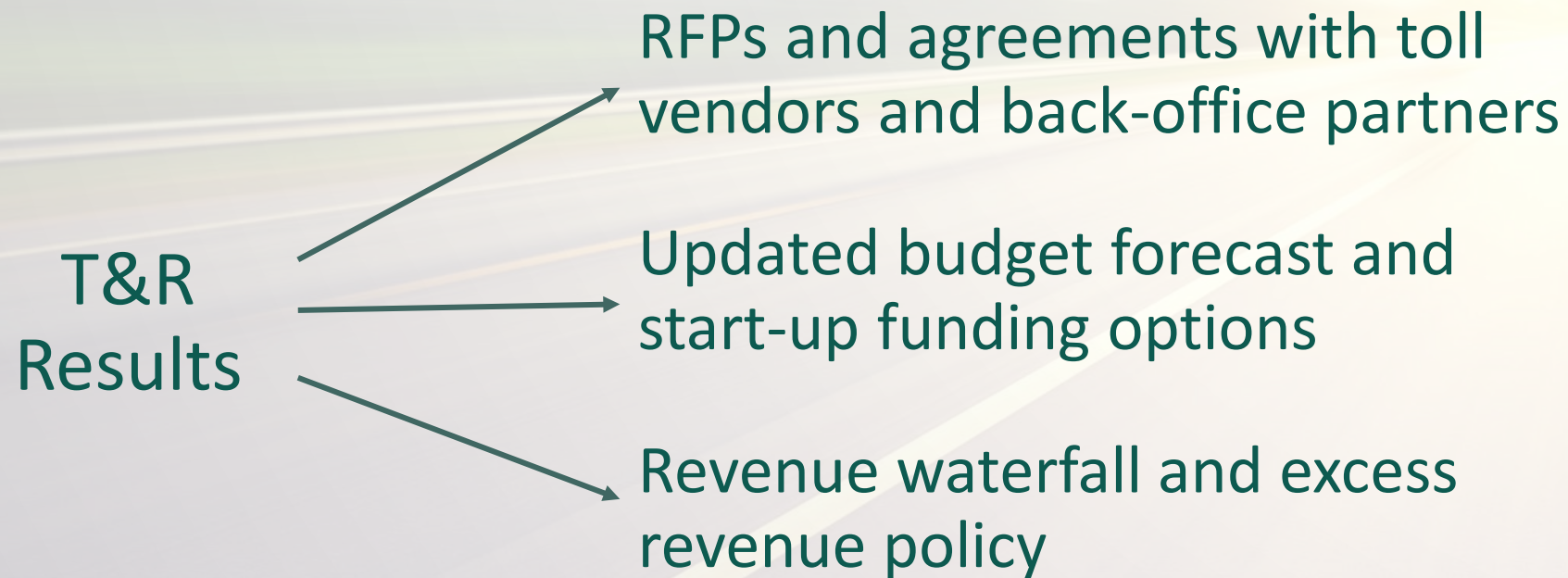
# Reliable Travel Times



- Observed GPL speeds (2022)
- Forecasted ML speed (2027 low case scenario)

- Significant reliability gain vs. GPL
- High, consistent ML speeds across all segments

# “All models are wrong, but some are useful.”



YoloTTD

CARTA



Source: NBCUniversal Media, LLC  
<https://www.nbcbayarea.com/news/california/toll-lanes-80-yolo-county/3542992/>

## Questions/Comments



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 9

Public Engagement Update

**Prepared By:** Sam Soules, HNTB

**Attachments:** Yes

**Recommendation:**

None; this item is for information only.

**Background:**

At the June board meeting, staff were asked about CARTA's plan for public engagement over the next year. This staff report provides an overview of anticipated and proposed activities to educate local leaders and the public about express lanes. Specifically, staff is proposing to conduct a series of presentations to local leaders; develop educational materials and messaging, including a fact sheet and frequently asked questions (FAQs); and plan in-depth engagement with regional leaders in 2026.

**Discussion:**

*Purpose*

The purpose of near-term public engagement activities (2025-2026) is to expand the region's understanding of express lanes and CARTA while reducing misinformation. Messaging will focus on how express lanes work and the benefits they provide, including giving drivers a choice for reliable trips and managing congestion in the growing Sacramento region. These engagement activities will also provide an opportunity for early customer engagement and support future adoption of FasTrak® transponders.

Since the Yolo 80 Managed Lanes project is in the implementation stage, staff's proposed engagement activities are educational in nature. The goal is to inform the public and leaders, as opposed to asking for feedback on a specific element of the project or program. As CARTA kicks off its Regional Toll Equity Study in early 2026, there will be opportunities for more collaborative engagement with the public.

*Express Lanes 101 Roadshow*

CARTA's goal for early engagement is to equip local leaders across the region with enough information to answer questions from their constituents about the future of express lanes. Staff refers to this as the "no wrong door" approach, which will be achieved by educating local elected officials, city and county leadership, and other agency partners so they may either confidently answer their constituents' questions or refer them to an appropriate source for information.

Staff has developed a list of boards, agencies, and government bodies where CARTA can take an “Express Lanes 101 Roadshow”, which includes a presentation covering the basics of express lanes operations and usage from a customer perspective. (Note that this approach is distinct from the “Tolling 101” presentation staff delivered to the Board in February, which covered the technical side of tolling operations). Having CARTA staff present to local agencies would be optional and at the discretion of each agency. Staff will develop an express lanes fact sheet as a leave-behind that will include a link to web content and contact information for CARTA.

#### *Messaging Development (FAQs and Other Educational Materials)*

Staff also propose the development of educational materials and messaging aimed at a broader audience and disseminated more widely than the roadshow content. Similar to the leave-behind for the roadshow, these materials will include basic facts about express lanes and contact information for CARTA. A set of FAQs will also be developed as part of this effort. This information will be available on CARTA’s website and as printed materials.

#### *Local/Regional Leader Engagement*

Staff are proposing to further engage local elected officials and to expand engagement to other regional leaders by summer 2026. The intent of this engagement activity is to provide the opportunity for local and regional leaders to gain a more in-depth understanding of tolling and express lanes and will potentially include a tour of a neighboring express lane facility. Following Board feedback, CARTA staff will further refine the agenda, intended outcomes, location, and invitation list.

#### *Summary*

Staff requests that the Board discuss the three near-term engagement activities proposed in this staff report. Specifically, staff are looking for feedback on the proposed timeline of events and the audience for each activity.

# CARTA Public Engagement Update

Board of Directors

04 August 2025

Attachment 9A



# Public Engagement 2025-2026

## Purpose

- Educate local leaders and the public about express lanes
- Create opportunities for early customer engagement
- Reduce misinformation about future projects

# Public Engagement Approach

Express Lanes  
101 Roadshow

Messaging  
Development

Local Leader  
Engagement

# Express Lanes 101 Roadshow

## Audience

- Local boards, governments, community groups

## Purpose

- Increase understanding of how express lanes work

## Content

- Customer experience focus; NOT technical

# Messaging Development

## Audience

- General Public

## Purpose

- Provide information on express lanes and CARTA projects

## Content

- General info, existing policy, contact info, Board schedule

# Local Leader Engagement

## Audience

- Elected officials, local and regional leaders

## Purpose

- Inform leaders who may be engaged by the public

## Content

- Talking points and reference information

# Engagement Timeline

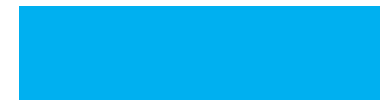
Express Lanes 101  
Roadshow



Messaging Development



Local Leader  
Engagement



Q4 2025

Q1 2026

Q2 2026



**Capital Area Regional Tolling Authority**

[captollauthority.org](http://captollauthority.org) | [ssoules@hntb.com](mailto:ssoules@hntb.com)



## Capital Area Regional Tolling Authority

Meeting Date: August 4, 2025

Agenda Item: 10

Toll Program Manager's Report

**Prepared By:** Kathleen Aziz, Sacramento Area Council of Governments

**Attachments:** No

**Recommendation:**

None; this is for information only.

**Background:**

None.

**Discussion:**

The Toll Program Manager will provide a report at the meeting.