

REQUEST FOR PROPOSALS

Transportation Demand Management (TDM) Education, Outreach, Marketing and Communications

Introduction

The Atlanta Regional Commission (ARC) is seeking proposals from firms or teams of firms experienced in providing Transportation Demand Management (TDM) outreach, marketing and communications to employers, property managers, local governments and commuters in the 20-county non-attainment area of Metro Atlanta.

Outreach, marketing and communications services will operate under the regional brand of Georgia Commute Options (GCO), representing ARC and the regional TDM program. The goal of GCO is to increase the use of travel modes other than single-occupant vehicles (SOV) by establishing, maintaining and enhancing partnerships with employers, property managers, local governments and commuters in designated areas. Effective implementation of these programs will result in spreading peak period congestion, decreased SOV trips, reduced vehicle miles traveled (VMT), and reduced emissions throughout the region.

ARC intends to award a contract to one consultant or a team of consultants who will serve as the administrator of outreach, marketing and communications with direct oversight by ARC staff. The consultant will also work in conjunction with the ARC evaluation team to develop commute programs that will be measured and marketed to target audiences through individual commuters and employers in the Atlanta Metro Area by way of the Transportation Management Associations (TMAs) and/or market segments.

ARC intends to award a one-year contract, with the option of two one-year renewals. Each contract year will include an updated scope and work plan for work to begin in July 2020 and conclude by June 2023. It is anticipated that available funds for the project will be between \$4,600,000 annually. The funding for this work is provided through a federal-aid program, Congestion Mitigation and Air Quality (CMAQ) and state matching funds provided by the Georgia Department of Transportation. Applicants interested in providing services described in this request must comply with the requirements described herein and requirements governing the use of CMAQ funds. All documentation associated with CMAQ funding must be retained by the Awardee for seven (7) years without exception.

Please note that contract award for this work is contingent upon ARC receiving adequate funding for this purpose from the Georgia Department of Transportation (GDOT).

Atlanta Area Background

One of the fastest growing in the nation, the Atlanta region is expected to continue experiencing population and employment growth over the next two decades. An additional 2.9 million residents are forecast to move to the Atlanta region by 2050. By the standards of many metro areas around the country, the Atlanta region currently is and will continue to be a low-density metro area. Strong employment growth is also forecast, with the region providing over 4.7 million jobs by 2050, up from roughly 3.6 million jobs today. However, unlike projected population growth, future employment opportunities are forecast to cluster in major established activity centers such as Downtown, Midtown, Buckhead, Perimeter Center and Hartsfield- Jackson Airport. These employment centers lack overall housing options, especially affordable options for those making less than 80 percent of the region's median income. Thus, many of the region's lower-wage workers must drive long distances to access their jobs.

These forecast trends will increase levels of traffic congestion, thereby further taxing the region's multimodal transportation system. Without improved management of this system through a suite of strategies that increase system efficiency, the region faces serious threats to competitive advantage over peer regions when attracting or keeping businesses and jobs.

As part of a larger effort to manage and alleviate stress on the region's transportation system, the Atlanta region's TDM program seeks to reduce existing and anticipated congestion and improve the region's air quality. TDM efforts in the Atlanta region are focused primarily on education and outreach to commuters, employers, and property managers located in regional employment centers. However, these efforts should be considered within the broader context of The Region's Plan, a comprehensive, long-range vision designed to ensure the region's future success and improve quality of life. The Atlanta Regional TDM Plan considers TDM strategies within this broader context, helping stakeholders build on the TDM concepts within the Region's Plan by focusing on four major objectives:

- Better integrating travel planning with transportation planning and system operations;
- Maximizing the value, connectivity, and efficiency of existing transportation infrastructure;
- Achieving cost savings through better coordination of existing efforts; and
- Establishing a framework for funding decisions to support program innovation and long-term strategies.

The TDM Plan has influenced this request for proposals and it is strongly suggested that respondents to the RFP familiarize themselves with both The Atlanta Region's Plan and the TDM Plan prior to preparing a response.

Marketing and communications efforts for the GCO Program will help support the TDM plan outcome of improving customer convenience and user experience while increasing transportation connectivity, mode choice and access.

In addition to the TDM Plan and The Atlanta Region's Plan, ARC has developed an "Evolution Strategy" that includes five guiding principles designed to define the agency's work. Respondents are encouraged to familiarize themselves with the Guiding Principles below.

- Our approach to problem solving must be **interdisciplinary**.
- We need to take a **holistic** approach to solving challenges or leveraging opportunities.
- Our solutions are grounded, and **actionable**.
- When we begin our work, we should start with a desired outcome in mind – we are **outcome-based**.
- When problem-solving, planning or executing solutions, our efforts should always benefit not only the region, but our partners – in all things we should **ensure our colleagues success**.

Program Description

ARC views the GCO program as a key mechanism in the implementation of both the TDM Plan, as well as The Atlanta Region's plan. The program today is uniquely situated to link employers and commuters to regional planning, transportation technology, and service providers; working to eliminate barriers that prohibit adoption of alternative mode usage today and in the future.

Created in 1996, and renamed in 2013, GCO works with nearly 300 employers and property managers in the region, resulting in the creation of commute options programs and on-site infrastructure to support alternative mode usage. The program was one of the first in the nation to utilize cash incentives to encourage alternative mode use adoption and has largely remained unchanged in its approach since its inception. At approximately 6,400 square miles, the GCO area represents 91% of regional businesses and 79% of regional employment.

ARC focuses on evaluating and capturing program outcomes related to reductions in SOV travel at partner sites in addition to activities that promote behavior change in the region. Through these outcomes ARC develops best practices that gives the program the ability to quickly adapt to market forces such as fluctuating gas prices, the continued rise of transportation network companies, and continued growth of alternative work arrangements.

Interested parties can find information related to the GCO program by visiting

<http://www.gacommuteoptions.com>.

Additionally, respondents may visit <https://gacommuteoptions.com/about-us/who-we-are/our-partners/> to learn about our partners and those areas serviced by Transportation Management Associations (TMAs).

Furthermore, respondents should be familiar with various brands and entities that may potentially partner or interact with GCO for transportation demand management services and/or campaigns.

Funding Limitations and Prohibitions

The intended purpose of these funds is described in federal guidelines (2 CFR, Part 225) and has been further interpreted by the Georgia Division of the Federal Highway Administration (FHWA) and the Georgia Department of Transportation (GDOT).

Funding is intended to cover prudent and reasonable labor expenses required to increase the use of alternatives from the single occupancy vehicle, to provide deliverables desired for the state, and must adhere to government standards of reasonableness. All recipients are subject to audits at GDOT's request. GDOT retains the right to request adherence to additional requirements as needed.

The amount of funding awarded to support the program is dependent upon the quality of proposed activities and the ability to demonstrate cost-effective and efficient use of this funding in addition to all conditions and stipulations set forth in the appropriate federal guidance. Exhaustion of all funding programmed is not implied or guaranteed.

Funding available for this project is provided using Congestion Mitigation and Air Quality Improvement (CMAQ) funds and State funds provided by GDOT.

Available funds will be allocated to the proposal demonstrating prudent, reasonable labor efforts that are efficient and offer cost-effective results. The results of these efforts must raise awareness of commute options programs that lead to changes in travel behavior and on-going emissions reductions under Georgia's designated pollutants (currently ozone and PM 2.5). These changes will result in measurable and reportable increases in the number of commuters using alternative modes, with reductions in both vehicle miles traveled (VMT), PM 2.5 and emission precursors for ozone. Furthermore, expenditures must be reasonable, prudent, transparent, follow contract requirements, and be fully substantiated by documentation retained by the awarded qualified contractor.

The activities described below are not authorized:

1. Labor or activities not directly related to the approved Regional TDM activities.
2. Labor for activities directed at carbon footprint assessment, LEED, and/or other programs and/or program elements as identified.

3. Labor for activities considered to be entertainment.

Proposal Requirements & Timeline

All dates are tentative, provided for planning purposes, and subject to change. ARC anticipates that a contract will be awarded in June 2020. All work activities must be completed by June 30, 2021. The successful firm or team of firms should be prepared to begin work on July 1, 2020. ARC reserves the right to award all or part of the available funds for this project.

Proposals must include the following information:

1. Name of the lead firm and any sub-consultants.
2. The point of contact (name, title, phone number, mailing address, and email address) at the lead firm.
3. Description of relevant experience on projects of this type, including your firm(s) role in impacting mode shift or behavior change.
 - Include a list of at least three references within the past five years, with current contact information.
4. Description of relevant experience in researching, planning, implementing and evaluating performance of major marketing and communications campaigns. Examples should demonstrate the following:
 - Qualifications and technical competence of consultant and/or sub-consultants in strategic marketing campaigns designed to change a desired behavior.
 - Integrated communications approach to include traditional and new media with measurable objectives and strategies specific to a targeted audience.
 - Creative execution of various campaign strategies and tactics.
 - Demonstrative knowledge of Paid, Earned, Shared and Owned Media tactics.
5. Qualifications and technical competence of consultant/or sub-consultants in the type of work required.
 - List key project personnel, their qualifications and roles related to the project.
6. The geographic location of the consultant's office performing the work.

7. A detailed description of the technical approach proposed for the accomplishment of the work described in Exhibit A.
8. A proposed schedule and work plan for the accomplishment of the work described in Exhibit A. The work plan should include estimated hours by category for each task identified in Exhibit A. Use the format at Exhibit B-1 for the estimated hours per task.
9. A proposed project budget in the format of Exhibits B and B-1 to this RFP.
10. A DBE Utilization Plan in the format at Exhibit C.
11. Provide your firm(s) latest financial statements or audited financial statements.
12. Any other pertinent information.

The review of written proposals and interviews will be based on the following evaluation criteria, with the relative weights in parentheses:

1. Related experience, qualifications, and references of the firm or project team (40%)
2. Technical approach (40%)
3. Work plan and schedule (10%)
4. Proposed budget (10%)

If your firm does not wish to propose on the project, please notify ARC as soon as possible. A negative response will not prejudice the consideration of your firm in competition for future ARC contracts. However, failure to respond either positively or negatively will be considered a lack of interest and your firm's name may be deleted from the agency's prospective consultant file.

It is the policy of ARC that Disadvantaged Business Enterprises (DBEs) (49 CFR Part 26) have the maximum opportunity to participate, either as contractors or as subcontractors, in the performance of Commission contracts to the extent practical and consistent with the efficient performance of the contract. ARC's current DBE goal is 17.61%. Information regarding ARC's DBE Program can be found at www.atlantaregional.com/about-us/business-opportunities.

Additional information should not be required to respond to this RFP. However, questions should be submitted in writing to Jill Goldberg no later than 5:00 pm on Thursday, April 2, 2020. Written questions should be submitted by email to jgoldberg@atlantaregional.org. All questions received, and responses to those questions will be posted on the ARC website by 5:00 pm on Thursday, April 9, 2020.

Interested firms must notify ARC by 5:00pm Wednesday, April 15, 2020 if they intend to submit a proposal. ARC will email each interested firm or team of firms individually a link to a secure and confidential portal to upload the proposal. Interested firms should email Jill

Goldberg at jgoldberg@atlantaregional.org by 5:00pm Wednesday, April 15, 2020 to receive the link to the portal. ARC must also receive one (1) hard copy via the address below and one copy through the secure and confidential portal set up for each interested firm. The proposal must be in either in Microsoft Word or PDF format. **Proposals are due no later than noon on Friday, April 24, 2020.**

Proposals shall not exceed a total of 30 pages (8.5 x 11, front and back of sheet counted as two pages), inclusive of resumes and firm experience. Covers, end sheets, proposed budget, and an introductory letter shall not count against this maximum. Font size shall be a minimum of 10 point in all cases.

Proposals must be submitted to the following address:

Atlanta Regional Commission
ATTN: Jill Goldberg
International Tower
229 Peachtree Street NE, Suite 100
Atlanta, GA 30303

If interviews are necessary, the short-listed firms will be invited to participate in an interview process with an evaluation committee, to be scheduled the week of May 11, 2020 (tentative). ARC will confirm a specific interview date and time with short-listed firms by the week of May 4, 2020 (tentative). ARC reserves the right to award this contract based on initial proposals received without formal interviews and to award all or part of this project to one or more firms.

SUMMARY TIMELINE

RFP posted	Monday, March 23, 2020
Question Due	Thursday April 2, 2020
Question and Answers Posted online	Thursday, April 9, 2020
Proposals due	Friday, April 24, 2020
Interviews conducted	The week of May 11, 2020
Contract awarded	Late May, 2020
Work Start Date	July 1, 2020
Work completed (Year 1)	June 30, 2021

Applicants interested in providing services described in this request must comply with the requirements described herein and requirements governing the use of CMAQ funds. All documentation associated with CMAQ funding must be retained by the Awardee for seven (7) years without exception.

RESTRICTION OF COMMUNICATION

From the date of the advertisement of the solicitation through contract award and selection is announced, respondents are not allowed to communicate about this solicitation or scope with any staff of ARC, except for submission of questions as instructed in the RFP or as provided by any existing work agreement(s). Violation of this provision, ARC reserves the right to reject the submittal of the offending respondent.

CONTRACT REQUIREMENT

Awardees are expected to:

1. Implement agreed upon strategy for employer and property manager outreach and education via on-site and pre-scheduled events/meetings, electronic media, webinars, etc. Outreach and education efforts will be aimed at:
 - a. Informing employers and property managers on the wide array of TDM programs and services available through the regional program;
 - b. Providing technical assistance to employers and property managers in the establishment of customized workplace and site-specific TDM programs and supporting infrastructure;
 - c. Conducting employee outreach activities with employers or property managers to achieve SOV trip reduction utilizing the market data that is obtained through ARC and Employer surveys (fairs, meet your match events, carpool/vanpool formation meetings, webinars, learning sessions, electronic media, etc.)
2. Provide outreach to commuters on approved regional programs in such a way as to increase the number of people participating in carpools, regional vanpools, regional transit, biking, walking, telework programs, or alternative work schedules;
3. Promote employee ride-matching participation in the regional rideshare database as part of communication and outreach, when commuter shows qualified interest;
4. Increase the number of employees at partnering employers/property managers who participate in alternatives to driving alone as measured by on-site surveys required at employer sites;

5. Adhere to regional vanpool formation and participation guidelines;
6. Conduct specified follow-up with regional program registrants as directed by ARC;
7. Participate in annual programmatic and financial reviews as structured by ARC;
8. Conduct two standardized commuter surveys at each membership level 3 and 4 employer partner within the contract period, providing clean commute percentage data to be used for programmatic impact analysis;
9. Highlight and track how they are promoting innovative TDM efforts in the region;
10. Participate in monthly contractor coordination meetings and other regional TDM meetings as required by ARC;
11. Assist in the production of and participate in annual training seminar designed to educate ARC, consulting staff and Employer Services Organizations;
12. Create, in conjunction with ARC, annual modal promotions, strategic marketing and behavior change campaigns and promotions, Public Relations (PR)/Awareness campaigns, and/or cause-related marketing campaigns;
13. Assist in the development of marketing materials produced by ARC staff and marketing consultants. Awardees will submit required reports to ARC utilizing the regional reporting system. Technical support and licensing for required software will be provided by ARC.
14. Develop a comprehensive, integrated marketing and communications plan (one to three years) for the GCO program with a primary focus on increasing participation in and understanding of alternative commute options among commuters in the Atlanta Metro Area. The plan should target new clean (non-SOV) commute participants and foster engagement of existing program participants. The plan should also serve as a catalyst to generate a culture shift where motorists spend less time driving alone and make a change in their travel behavior in support of ARC's TDM Strategy.
 - Create program goals and measurable objectives that are tied to a strategy for a specific, relevant audience designed to change commuting behavior and convert single-occupant drivers to regular participants in alternative commuting options. The strategies should be consistent and applicable to the diverse outreach, partnership and media outlets that will be utilized by the

Consultant in its effort to reach existing and potential regional employers, key leadership, sponsors, commuters, TMAs, target audiences, etc.

- Demonstrate an in-depth knowledge of primary and secondary research tactics. Understand the regional demographics to develop relevant and timely marketing and communications strategies, tactics and messaging for TDM partners and the GCO program. Leverage best practices from successful TDM strategies and continuously monitor performance.
15. Create, manage and execute Media/PR/Education and awareness initiatives providing strategic marketing guidance and direction for respective behavior change initiatives. Implementation deliverables could include communications creative design, talking points, media engagement plans, media story monitoring, testimonials, and collateral items such as brochures, flyers, bus and bus stop advertisements, window clings, table tents, programs, infographics, posters, business cards, specialty promotional materials, etc.
 16. Plan and monitor performance of paid and unpaid traditional and non-traditional media outlets to include TV, radio, digital, social, print, etc.
 17. Manage and create content and design for GCO's digital platform to include social media outlets, website, e-newsletters, e-magazines, e-commerce website and mobile application, etc.
 18. Seek out and create proposals for awards and recognition among various industry and discipline entities.
 19. Consultant to promote/identify as GCO.
 20. Report statuses, results, statistics, program and budget trackers, etc. by specific dates as requested by ARC.

EXHIBIT A
EMPLOYER SERVICES PROGRAM
PROPOSED SCOPE OF WORK

Services requested below are proposed to be provided to employers and commuters in the designated 20-county nonattainment areas of metro Atlanta with the sole purpose of reducing single occupancy vehicle usage. These counties include, but not necessarily limited to: Barrow, Bartow, Carroll, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Hall, Henry, Newton, Paulding, Rockdale, Spalding, Walton. The service area for the GCO program does not include services in areas where Transportation Management Association (TMAs) currently exist, with the exception of state and federal employers that may be located within those defined areas. However, the Consultant will provide marketing materials and guidance to respective TMA partners.

Each respondent is asked to become familiar with and consider as a part of their response the following programs, tools, and resources that will be provided by ARC during the contract period. The consultant will not be responsible for managing the following but will be instrumental in marketing, encouraging participation in, and shaping the future direction of:

- Agile Mile/MyGaCommuteoptions.com
 - Regional ride matching system and trip logging system via commuter website and mobile application known as GACommuter.
 - Regional customer relationship database for Commuter information
- Regional Customer Relationship Management (CRM)
 - ARC will provide and maintain all licensing related to the current Salesforce or future CRM systems. The consultant may provide input on future system enhancements and changes.

In 2019, ARC updated the Employer Engagement Strategy document for the GCO program. Respondents may reference this strategic approach document in formatting their responses to the tasks below (See Exhibit D for the Employer Engagement Strategy document).

Finally, ARC markets the regional program via printed outreach materials, mass media and individualized marketing channels such as digital marketing, home based mailers, radio, email newsletters, program website, etc. Respondents should assume these activities will continue and demonstrate how outreach messaging will correlate to outreach delivery and services.

Task 1: Education, Outreach, and Marketing to Employers and Property Managers

The goal of this task is to provide Transportation Demand Management services to employers and property managers in the 20-county non-attainment area as defined above.

The consultant should propose how they will deliver services as defined in EXHIBIT D, which provides ARC's desired strategy for outreach deployment. Proposals must include plans and measurable goals for not only generating interest in the GCO' program and services, but also encouraging partners to provide locally funded programs and/or infrastructure that results in alternative mode usage. Additionally, respondents must provide a narrative indicating how they will achieve the following:

- i. Maintain existing and establish new relationships and programs with employer and property management partners.
- ii. Increase employer participation in regional membership program as described in EXHIBIT E.
- iii. Create new formal and informal telework and alternative schedule (compressed work week, and/or alternative work hours) agreements with employers.
- iv. Educate employers on the regional incentives, modal programs as described in Task 4, and regional transportation system.
 - o Educate employers on regional transit options; non-motorized modes such as walking, biking, teleworking and alternative work schedules; and relevant commute options programs such as carpooling and vanpooling.
 - o Educate employers and property managers on local/regional construction projects that will impact commute times, notably Major Mobility Investment Program; offering alternative mode choices with the goal of long-lasting behavior change.
- v. Establish and maintain partnerships with regional/local chambers of commerce, business groups and trade associations, such as the Society for Human Resources Management and National/International Facility Management Association.

Task 2: Education, Outreach, and Marketing to Employees and/or Commuters

The goal of this task is to provide Transportation Demand Management services to commuters via home based and worksite outreach. The consultant should propose how services to commuters will be delivered throughout the 20-county nonattainment area as defined above. Plans must include a decision-making process for when on-site events would be needed, how to calculate possible return on investment of an onsite event vs. the use of electronic outreach, etc. Additionally, respondents must provide a narrative indicating how they will achieve the following:

- i. Create new carpools and increase occupancy of existing carpools.
- ii. Educate commuters on local/regional construction projects that will impact commute times, offering alternative mode choices with the goal of long-lasting

behavior change.

- iii. Assist vanpool vendors with creation of new vanpools and ridership maintenance of existing vanpools.
- iv. Increase transit ridership and maintain existing transit ridership.
- v. Increase use of non-motorized modes, such as bicycling, teleworking and walking.
- vi. Promote employee ride-matching participation in the regional rideshare database as part of communication and outreach, when commuter shows qualified interest.
- vii. Educate qualified employees and/or commuters about the regional Guaranteed Ride Home program.
- viii. Operate portions of the GCO Hotline, answering commuter and employer questions regarding program services; updating the regional commuter relationship management database (Agile Mile) or regional employer management database.
- ix. Prepare, coordinate, and staff measurably successful outreach events quarterly.
- x. Conduct and document follow-up with program participants working in the GCO territory that have participated in programs/incentives.

As a part of an integrated marketing and communications strategy, the Consultant may recommend instituting a community outreach tactic whereby dedicated brand ambassadors promote a program, initiative or cause. Community outreach events are designed to engage a community or specific target audience. Events could include but are not limited to community festivals, town hall meetings, sporting events, concerts, public open houses, etc. These types of community engagement tactics would typically be separate from the employer outreach team initiatives conducted by TMAs. In the event that community outreach is a part of an overall marketing strategy, the Consultant will manage the process of recruiting and hiring the appropriate number of outreach staff. The consultant will train staff as needed.

Respondents must show how proposed activities will result in employees and/or commuters undertaking one of the above activities which make changes in travel behavior and on-going emissions reductions (ozone and PM2.5) (FHWA CMAQ guidance 2008, Purpose of Program).

Task 3: Results Tracking and Reporting

The goal of this task is to inform TDM Outreach activities and measure progress against SOV travel reduction goals at employer partner sites beyond that of regional trip logs and program participation. This will be accomplished through employer surveys conducted electronically or on site. Survey methodology and commuter incentives will be provided and coordinated by ARC. ARC will establish targets of this task through a mutually agreed upon goal as established in the yearly work scope. Respondents are asked to provide a plan of action for achieving

statistically significant response rates.

Task 4: Modal-based TDM Promotions

The goal of this task is to reduce SOV travel through local promotions that will raise the level of awareness of alternative modes among commuters. The consultant will work closely with ARC staff and the region's TMAs to develop ideas and marketing concepts before execution. The consultant will be responsible for achieving desired outcomes in the GCO areas that will be identified prior to the launch of a regional promotion.

To demonstrate an understanding of this task, respondents must propose at least three promotional concepts that link directly to the goals of both Task 1 and 2. Additionally, respondents' concepts must address how the promotion will work in the context of the GCO program and the restrictions put forth in this RFP and subsequent contract if selected.

Alternative Modes for consideration of modal promotions:

- Transit
- Carpool
- Vanpool
- Telework/ Alternative Work Arrangements
- Bike
- Walk

Past Modal Promotions have included:

- Atlanta Bike Challenge –Regional Bike Challenge to encourage cycling as a form of transportation in metro Atlanta- www.atlbikechallenge.com
- Get On Board – Try Transit – coordinated TDM event with the regional transit operators for commuters to sample the transit system through donated passes.
- Telework Week- Marketing event that raised awareness of telework, with a goal of having employer sites pledge to allow employees to telework.

Task 5: Regional Training Seminars

The goal of this task is to produce regional training and education events for employer/commuters and regional TDM staff. Respondents must propose at least three concepts for regional training events that will educate employers and/or commuters on the GCO program, its services, and/or the benefits of alternative mode commuting with at least one training focusing on marketing and communications. Events may be multi-modal or focus on a single mode, however, respondents must indicate why the mode was selected for this

task. Please note that funding provided under this contract will not allow the use of food purchases of any kind.

Additionally, respondents will be tasked with producing an annual Employer Services Organizations (ESOs) training seminar with the assistance of ARC staff and the staff of all ESOs in the region. The regional seminar will focus on emerging trends in the Atlanta market, national best practices, and opportunities to share TDM knowledge with fellow TDM practitioners, transit operators, the Georgia Department of Transportation and other interested parties. Respondents should propose interactive ways to share information and engage fellow TDM service providers.

Task 6: Alternative Work Arrangement Implementation

The goal of this task is to provide Alternative Work Arrangement outreach and consulting to employers and commuters in the 20-county non-attainment area, including in designated TMA areas. These services are provided directly to GCO area employers and in coordination with TMA staff in defined areas of the region.

Task 7: School and Education Outreach and Marketing Strategy

The goal of this task is to provide education, outreach, marketing strategy and support materials that will equip schools and school districts with the tools and knowledge necessary to play a larger role in addressing air quality and traffic congestion issues and encouraging positive behavior changes at the school and community level. The consultant would work with Elementary, Middle and High Schools in the non-attainment area. This program would focus on the following items:

- i. Promoting low-impact transportation such as bus ridership, walking or biking to school (with state-sponsored school programs, such as Safe Routes to School), and carpooling, building on the existing programs.
- ii. Promoting No-idle/Anti-Idling zones on school grounds for buses and cars.
- iii. Promoting and developing the use of Air Quality Lesson Plans that align with Georgia Performance Standards, if possible.
- iv. Increase use of non-motorized modes, such as bicycling, teleworking and walking.

Task 8: Support for Regional Ride-Matching System

As directed by ARC, the consultant will be responsible for supporting all program related paperwork and commuter correspondence related to the ride-matching database system, including the management of the website's live chat feature. Approved program payments will be paid for by ARC, the consultant would incur no out of pocket costs related to

participant payment and would be reimbursed only for activities related to administration duties. Respondents must describe how staff will be aligned to fulfill this request and any examples of similar work done on current or similar projects.

Task 9: TDM Innovation Research

The goal of this task is to develop innovative research projects that respond to trends and opportunities in TDM and/or the region. Respondents must propose at least one innovative research project that could be developed and implemented or piloted within the contract period. Consultant may be asked to develop white papers and guides as needed by ARC. Respondent should reference any relevant work to demonstrate competency with this task.

Task 10: Develop and Implement Marketing and Communications

Consultant will provide brand planning and develop a comprehensive marketing plan based on sound target audience/market research, best practices and/or relevant case studies. This will include, but is not limited to focus groups, panel surveys and partner interviews, mystery shopping, demographic and/or psychographic behavioral research. Research reports will include an executive summary, a PowerPoint overview and an in-depth summary of the research activity. All marketing and communications, and creative must follow establish brand guidelines as outlined in EXHIBIT F.

Task 11: Creative Design, Content Creation and Collateral Materials

Consultant will be responsible for creation of all creative assets required as a part of the promotion of GCO, program incentives, GCO's modal promotions, GCO Schools. These assets include, but are not limited to advertisements, collateral (flyers, posters, rack cards, promo packs, etc.), partner toolkits, videos, digital creative, social graphics. When required, consultant will provide design support for GCO partners including, but not limited to the TMAs, transit providers and other transportation partners.

Task 12: Media Planning and Buying

Consultant will develop communications strategies and tactics in support of an overarching brand campaign. Tactics will include, but are not limited to, content for various paid and owned media elements such as blogs, infographics, flyers, digital advertisements, broadcast, radio, print, social media, billboards, various channels and media designed to promote existing and new initiatives, strategies, promotions, and special projects as it relates to the GCO program.

The GCO program will include a robust paid media strategy centered on the goals and objectives of the overall marketing plan and campaign. Consultant will develop media buying plans for the GCO program and assist TMA entities (upon approval by client) based on media listenership and demographic research and desired target audience and marketing campaign outcomes in efforts to convert SOV drivers to try alternative modes of commuting. Media buys should include added value opportunities from the media outlets to include but not limited to live remotes, additional spots or ad spacing, digital ads, outreach events, promotions, radio mentions and interviews, and/or promotions that the media outlet

developed. Paid media placements will be reimbursed and billed and tracked separately from creative development of these advertisements. Regular spend-down matrices and metrics updates will be required.

Task 13: Digital Platform Management

Consultant to provide general maintenance of GaCommuteOptions.com, including but not limited to posting press releases, home page updates, CMS management and misc. technical needs.

Consultant will regularly review website content and update as needed upon approval from Client.

Social Media – Consultant to develop branded interaction and engagement strategies, content and design for social media platforms (Facebook, Twitter, Instagram and LinkedIn). Social media management will be ongoing to align with approved marketing plan.

Consultant will create, manage and implement organic and paid social media marketing strategies, tactics, creative and content as a part of the integrated marketing and communications campaign.

Task 14: Public Relations and Media Engagement

Consultant to develop proactive and reactive public relations and media engagement strategies as it relates to the GCO programs, promotions and published content as a part of the marketing and communications plan. Ongoing, consistent media relations will underpin all programs to maintain a steady drumbeat of visibility. When a particular program or initiative is being launched, the Consultant will be responsible for developing a targeted media relations strategy that complements the overall marketing and communications campaign. Media engagement tactics will include a pitch calendar, proactive media outreach and media briefings; talking points, proof points, responses to questions in writing for submittal to the media by ARC, press events and briefings, media training, etc.

Consultant will develop owned content strategy for the program and develop owned content including blogs, e-magazines & e-newsletters and infographics. Consultant will work with Client to implement content strategy across all owned media channels including but not limited to, website and social media channels.

Task 15: Awards and Recognition Submission and Program Planning

Consultant will develop a TDM awards and recognition plan for each contract year that will include a minimum of 6 awards to submit for. In addition, Consultant will research and submit abstract proposals for speaking opportunities for GCO spokespersons.

Task 16: Program Administration

This task shall consist of no more than 10 percent of total labor budget. The goal of this task is to provide the labor costs necessary for program oversight, staff training and professional

development, financial accounting, reporting of results, and retention of documentation supporting execution of the work tasks in this contract. Proposed activities must clearly describe what will be achieved and how they will address each of the following requirements:

1. Monitor and report results in accordance with contract stipulations. All staff involved with reporting will be required to attend one training session that will include discussion on how to utilize regional reporting tools.
2. Participate in annual programmatic and financial review of the project.
3. Produce monthly narrative report of all project activities and outcomes related to all tasks mentioned above.
4. Maintain a well- trained, knowledgeable, qualified staff to implement work tasks as proposed in this contract. Requires regional and annual training for all staff.
5. Maintain all documentation including e-mails, cost records, procurement documentation, invoices, audit trails, etc. and provide this documentation as required by this contract. All documentation associated with this effort must be retained by Awardee for seven (7) years.

General Terms and Conditions

This program is contingent upon GDOT receiving CMAQ funds through the FHWA, and ARC receiving funds from GDOT. ARC reserves the right to reject any and all submittals, to withdraw this Request for Proposals, to withdraw from contract negotiations, and/or to re-issue this Request for Proposals at a later time.

The Applicant is required to have experience, skills and a level of knowledge of TDM issues in the area to be served and expertise in delivering full service marketing campaigns. To maintain continuity with existing employer services efforts, the Applicant must have demonstrated, documented expertise in sales, marketing, outreach and educational efforts.

EXHIBIT B
Proposed Project Budget – Calendar Year 2020

<u>1. Direct Labor</u>	<u>Estimated Hours</u>	<u>Rate/Hour</u>	<u>Total Est. Cost</u>
(List by position all professional personnel participating in the project)			
Total Direct Labor			\$_____
<u>2. Overhead Cost</u>			
(2 CFR Part 225 and A-122)			
(Overhead percentage rate) X (Total Direct Labor)			
Total Overhead			\$_____
<u>3. Other Direct Costs</u>			
(List other items and basis for computing cost for each. Examples include computer services, equipment, etc.)			
Total Other Direct Costs			\$_____
<u>4. Subcontracts</u>			
(For each, list identity, purpose and rate)			
Total Subcontracts			\$_____
<u>5. Travel</u>			
(Travel by within non-attainment area.) (List # of days x rate)			
Total Travel			\$_____
<u>6. Profit (Percentage rate X basis)</u>			
Total Profit			\$_____
Total Estimated Cost and Profit			\$_____

EXHIBIT B-1

Proposed Project Budget by Task - 2020	Amount
Task 1: Education, Outreach and Marketing to Employers and Property Managers	
Task 2: Education, Outreach and Marketing to Employees and/or Commuters	
Task 3: Results Tracking and Reporting	
Task 4: Modal-based TDM Promotions	
Task 5: Regional Training Seminars	
Task 6: Alternative Work Arrangement Implementation	
Task 7: School and Education Outreach and Marketing Strategy	
Task 8: Support for Regional Ride-Matching System	
Task 9: TDM Innovation Research	
Task 10: Develop and Implement Marketing and Communications	
Task 11: Creative Design, Content Creation and Collateral Materials	
Task 12: Media Planning and Buying	
Task 13: Digital Platform Management	
Task 14: Public Relations and Media Engagement	
Task 15: Awards and Recognition Submission and Program Planning	
Task 16: Program Administration	
<u>TOTAL</u>	

EXHIBIT B-2
Calendar Year 2021
Proposed Project Budget (Position & Rates Only)

1. <u>Direct Labor</u> (List by position all professional personnel participating in project)	<u>Rate/Hour</u>
	\$_____
2. <u>Overhead Cost</u> (2 CFR Part 225 and A-122) (Overhead percentage rate)	\$_____
3. <u>Other Direct Costs</u> (List other items and basis for computing cost for each. Examples include computer services, equipment, etc.) Total Other Direct Costs	\$_____
4. <u>Subcontracts</u> (For each, list identity, purpose and rate) Total Subcontracts	\$_____
5. <u>Travel</u> (Travel by within non-attainment area.) (List # of days x rate) Total Travel	\$_____
6. <u>Profit</u> (Percentage rate X basis) Total Profit	\$_____
 Total Estimated Cost and Profit	 \$_____

EXHIBIT B-3
Year 2022
Proposed Project Budget (Position & Rates Only)

1. <u>Direct Labor</u> (List by position all professional personnel participating in project)	<u>Rate/Hour</u>
	\$_____
2. <u>Overhead Cost</u> (2 CFR Part 225 and A-122) (Overhead percentage rate)	\$_____
3. <u>Other Direct Costs</u> (List other items and basis for computing cost for each. Examples include computer services, equipment, etc.) Total Other Direct Costs	\$_____
4. <u>Subcontracts</u> (For each, list identity, purpose and rate) Total Subcontracts	\$_____
5. <u>Travel</u> (Travel by within non-attainment area.) (List # of days x rate)	\$_____
6. <u>Profit</u> (Percentage rate X basis)	\$_____
Total Profit	\$_____
Total Estimated Cost and Profit	\$_____

EXHIBIT C

Title VI and DBE Requirements For Prime Contractors and Sub-grant Recipients

TITLE VI

ARC, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000D to 2000D4, and Title 49, Code of Federal Regulations, Department of Transportation Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally assisted programs of the Department of Transportation, issued pursuant to such Act, hereby notifies all Respondents that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises shall be afforded full opportunity to submit proposals in response to this invitation and shall not be discriminated against on the grounds of race, color, sex, handicap, or national origin in consideration for an award.

DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION

Overall DBE Goal: As part of its DBE Plan, ARC has an established overall goal of 17.61 percent.

Program Intent. ARC has established a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26 ("Part 26" or "DBE Regulations"). ARC has received federal financial assistance from the Department of Transportation for this contract opportunity, and as a condition of receiving this assistance, ARC has signed an assurance that it will comply with Part 26.

It is the policy of ARC to ensure that DBEs, as defined in Part 26, have an equal opportunity to participate in its DOT-assisted contracting opportunities. It is also ARC's policy:

- (a) To ensure nondiscrimination in the award and administration of DOT-assisted contracts in the Department's highway, transit, and airport financial assistance programs;
- (b) To create a level playing field on which DBEs can compete fairly for DOT-assisted contracts;
- (c) To ensure that the Department's DBE program is narrowly tailored in accordance with applicable law;
- (d) To ensure that only firms that fully meet this part's eligibility standards are permitted to participate as DBEs;
- (e) To help remove barriers to the participation of DBEs in DOT-assisted contracts; and
- (f) To assist the development of firms that can compete successfully in the marketplace outside the DBE program.

Definitions. Disadvantaged Business Enterprise (DBE) as used in this Contract shall have the same meaning as defined in 49 CFR Part 26. A DBE is a firm in which one or more individuals who are women or eligible minorities own and control at least 51% of the firm.

Compliance. All Bidders/Proposers, potential contractors, or subcontractors for this Contract are hereby notified that failure to carry out the policy and the DBE obligations, as set forth above, shall constitute a breach of Contract which may result in termination of the Contract or such other remedy as deemed appropriate by ARC.

Prompt Payment Requirement. In the event of contract award, the prime contractor agrees to pay each subcontractor under the prime contract for satisfactory performance of its contract no later than 30 days from the receipt of each payment the prime contract receives from ARC. The prime contractor agrees further to return retainage payments to each subcontractor within 10 days after the subcontractors work is satisfactorily completed. Any delay or postponement of payment from the above referenced time frame may occur only for good cause following written approval of ARC. This clause applies to both DBE and non-DBE subcontracts.

Any contractor found not to be in compliance with this clause will be considered in breach of contract and any further payments will be withheld until corrective action is taken. If contractor does not take corrective action, contractor may be subject to contract termination.

Substitution. The Bidder shall make a good faith effort to replace a DBE Subcontractor that is unable to perform successfully with another DBE Subcontractor. Substitution must be coordinated and approved by ARC.

Documentation. The Bidder/Proposer shall establish and maintain records and submit regular reports, as required, which will identify and assess progress in achieving DBE subcontract levels and other DBE affirmative action efforts.

Additional information on ARC's Disadvantaged Business Enterprise Program can be obtained from:

Brittany Zwald, Contract & Grants Officer, Financial Services Group,
Atlanta Regional Commission
229 Peachtree Street NE; Suite 100
Atlanta, GA 30303
470.378.1494
bzwald@atlantaregional.org

DBE UTILIZATION PLAN (Complete this form for each DBE firm participating in this proposal. This plan will be included in a Title VI and DBE Attachment to all USDOT funded ARC bids and proposals.

Name of bidder/offeror's firm: _____

Address: _____

City: _____ State: _____ Zip: _____

Name of DBE firm: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____

Description of work to be performed by DBE firm:

The bidder/offeror is committed to utilizing the above-named DBE firm for the work described above. The estimated dollar value of this work is \$_____.

Affirmation

The above-named DBE firm affirms that it will perform the portion of the contract for the estimated dollar value as stated above.

By _____
(Signature)

(Title)

If the bidder/offeror does not receive award of the prime contract, any and all representations in this DBE Utilization Plan shall be null and void.

(submit this page for each DBE subcontractor)

PLEASE ATTACH A COPY OF THE OFFICIAL DBE CERTIFICATION FORM.

EXHIBIT D

EMPLOYER ENGAGEMENT STRATEGY

Employer Engagement

A Strategic Approach to TDM Program
Development in the Atlanta Region



GEORGIA**COMMUTE**OPTIONS

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Introduction

Georgia Commute Options provides regional commuter programs to the 20-county district served by the Atlanta Regional Commission (ARC). Employers are critically important to the successful delivery of this work, offering two primary benefits: (1) they act as conduits, providing information and marketing materials to their employees, and (2) they can implement policy and infrastructure changes supportive of FlexWork, transit, carpooling, biking, and other non-drive-alone means of commuting. Property managers of commercial and residential buildings are also important entities, providing similar yet distinct benefits. For the sake of simplicity, employers and property managers are both referred to as “employers” throughout this document.

A *strategic approach* to employer engagement is essential to maximize the effectiveness and efficiency of Georgia Commute Options programs – and to ensure they are well-aligned to achieve relevant goals set forth by ARC. This means being deliberate about which employers to engage and the processes used to develop transportation demand management (TDM) programs at their worksites.

This document outlines the employer engagement strategy recommended for Georgia Commute Options (simply called the “strategy” throughout the remainder of this document). This is an update to the recommendations set forward in the *Regional Employer Sales Guide*, developed for ARC in 2016. Key lessons learned over the past two years utilizing that *Guide* are reflected in this updated strategy.

Two additional factors played key roles in formulating this updated strategy:

1. **Practitioner and stakeholder consultation.** Georgia Commute Options staff members participated in a series of group interviews where they provided feedback on the strengths and weaknesses of the 2017 *Guide*, based on their experiences working with employers in the field. Additionally, key ARC staff joined a half-day workshop to offer input on current ARC policy priorities and highlight emerging opportunities to engage employers in new, improved ways.
2. **The *Regional TDM Program Alignment Performance Evaluation Framework and Action Plan*.** This document, outlining a potential new framework for the measurement and evaluation of TDM programs in the Atlanta region, was developed along a similar timeline as this strategy (with the thinking behind each document helping to inform the other). Key elements of the plan include: (1) specification of three overarching goals for the regional TDM program, and (2) four priority performance measures that will be used to track progress toward the goals over time. In addition to the four priority measures, there are six additional measurements that ESOs can choose from to be further evaluated on. Direct linkages to these two concepts are articulated in more detail throughout this strategy.

The sections that follow begin with a summary of the overall strategy recommended for Georgia Commute Options, followed by a process flow chart illustrating the linkages between the three primary components of the strategy. These three components are detailed in the three subsequent sections.

It is important to note that the Georgia Commute Options program is complemented by a series of activity center-based Employer Service Organizations (ESOs), most of which are Transportation Management Associations (TMAs). While this guide is not specifically targeted for these organizations, they are an important part of the overall regional strategy and some concepts may be transferrable.

Strategy Overview

The overall intent of this strategy is to structure Georgia Commute Options' employer engagement activities to maximize measurable progress toward ARC's primary goals for the program. As outlined in the *Regional TDM Program Alignment Performance Evaluation Framework and Action Plan* (still under development at the time of this draft), these include:

1. Reduce single-occupant vehicle (SOV) travel
2. Keep the Atlanta region an attractive place to do business
3. Expand travel options, opportunity, and regional accessibility

Foundationally, this strategy is about both effectiveness and efficiency. It prioritizes employer engagement activities that have the best opportunity to achieve the three primary goals outlined above with the fewest program resources (in terms of human and financial resources).

The strategy includes four primary components:

1. **Invest in a robust pipeline of leads.** Engaging employers in TDM programs follows a path similar to a traditional "sales funnel" (see Figure 1), starting with a large number of organizations as initial contacts. Some portion of these initial contacts become potential "leads" through preliminary sales processes, and then some portion of these leads will consider and then adopt new commute programs at their workplaces, with TDM program development support. Conceptually, more employers identified as initial contacts means more employers as possible leads, and more leads then means more employers adopting TDM programs. As such, this strategy emphasizes investing in the early stages of this process, to develop a larger "pipeline of leads" (i.e., a larger number of employers at the beginning stages of the sales funnel).



Figure 1 - Sales Funnel

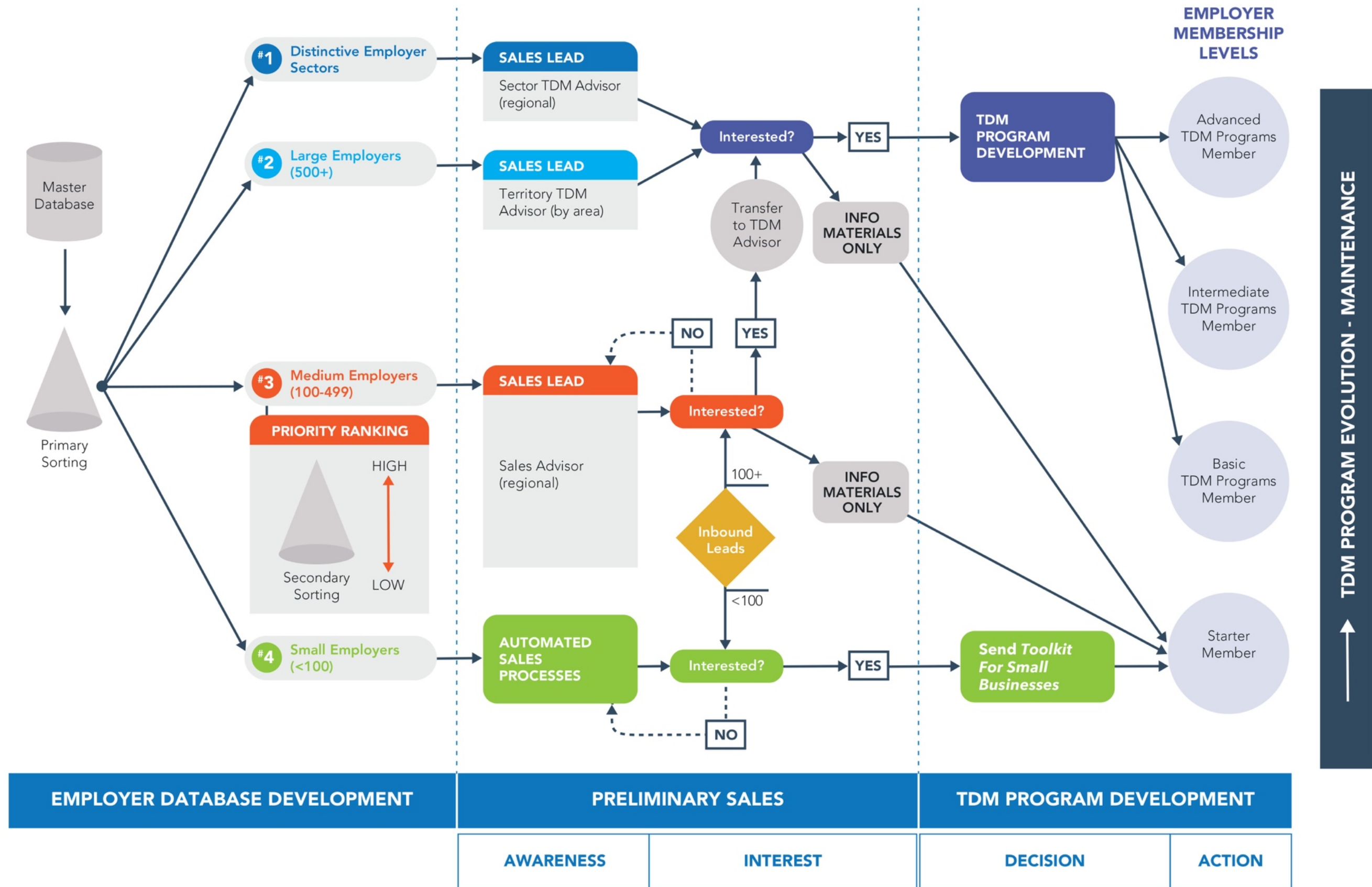
2. **Cultivate employer relationships over time.** Very few employers move immediately from an initial sales contact to adoption of in-depth TDM programs. In many cases, employers choose to get started with basic informing materials. Their willingness to implement more robust programs may grow over time or shift in response to new problems faced at their worksite. As such, this strategy recommends new ways to include these employers just getting started as program "members". In doing so, it acknowledges that employer programs often mature over time and recommends approaches to cultivate this growth.
3. **Prioritize support for employers with the largest impact opportunities.** Ultimately, employers implementing more robust TDM programs will produce the best opportunities to achieve ARC's three primary goals for the Georgia Commute Options program. Given these three goals cover diverse topics, this strategy balances employer engagement priorities in two ways:
 - *Organizations with the most opportunity.* These primarily include employers with the best opportunity to produce travel behavior change (i.e., reduce SOV travel) among the

largest number of employees. As such, this element of the strategy prioritizes large employers and/or employers located in areas with more viable travel options.

- *Organizations with the most need.* These primarily include employers that could most benefit from dedicated support and/or employers in areas or industries traditionally underserved by TDM programs. As such, this element of the strategy emphasizes support for these “distinctive employer sectors.”

The strategy is detailed in the sections that follow. The process flow chart on the following page depicts the entire strategy in one diagram, which is comprised of three main phases. In turn, these phases make up the three core sections of this document. They include:

- Phase 1: Employer Database Development
- Phase 2: Preliminary Sales
- Phase 3: Program Development



Phase 1: Employer Database Development

The initial phase of this strategy is to build a master employer contact database in order to create a substantial new pipeline of potential leads for subsequent employer sales efforts. Within this master employer contact database, leads should be prioritized to focus future employer sales activities on the employers who provide the most probable success of achieving the regional goals (based on the priorities outlined within the *Regional TDM Program Alignment Performance Evaluation Framework and Action Plan*).

PRIMARY AIMS OF PHASE 1: Compile a robust master employer contact database; sort and prioritize employers within the database to align sales efforts to regional TDM priorities.

The key activities within Phase 1 include:

- A. Compile a master employer contact database
- B. Sort the database using four filters
- C. Rank order the contacts within the “medium employers” cluster

A. Compile a master employer contact database

The first step is primarily a research and data gathering exercise, pulling from various data sources to build out a robust master employer contact database. Data sources could include, but are not limited to:

- Private business databases such as “Business Wise” and “AtoZDatabases”
- Property management databases such as “CoStar”
- Government resources and leads, potentially including lists of employers participating in other ARC programs
- Existing Georgia Commute Options employer lists (organizations that are not currently partners)
- Community Improvement Districts and Chambers of Commerce contacts

In this initial phase, database development should remain relatively streamlined, including data fields such as:

- Employer name
- Address
- Industry type
- Number of employees (by location)
- Contact information (where available)

Sourcing data that shows the number of employees per location will be important, as this is a critical element of the next data sorting step of this process. Additional research may be required for this data field (the use of rough estimates or ranges will be suitable).

B. Sort the database

The second step is to apply an initial sorting filter to the master employer contact database. This sorting should primarily be based on size (estimate of number of employees), supplemented by a parallel sorting criterion for “Distinctive Employer Sectors” (defined below).

1. Distinctive Employer Sectors

This cluster is best defined as organizations with unique opportunities to achieve ARC's overall TDM program goals (as outlined in the *Regional TDM Program Alignment Performance Evaluation Framework and Action Plan*):

- Reduce SOV travel
- Keep the Atlanta Region an attractive place to do business
- Expand travel options, opportunity, and regional accessibility

Employers in this cluster may include specific industry sectors (e.g., manufacturing and warehousing), distinct employer-types and settings (e.g., colleges and universities), employers with multiple locations across the region, or others that may be defined over time as unique opportunities to develop successful employer TDM programs.

Organizations added to the Distinctive Employer Sectors cluster could also include those with unique challenges that are well-aligned to key ARC priorities; for example,

- Employers with distinct “access to jobs” challenges or local areas where employees with lower levels of private vehicle access face unusually challenging commutes.
- Locations with higher-levels of non-English speaking employees.
- Prime opportunities to advance wider regional transportation priorities (i.e., newly expanded infrastructure, emerging transportation technologies, etc.).

While the various priorities outlined above make this cluster unique, all employers included within this category *should also have at least 100 employees* in all but very special circumstances. Once identified, these employers will be included in the sales process moving forward.

2. Large Employers (500+)

This cluster should include the region's largest employers, with more than 500 employees at a single location. These employers will be included in the sales process moving forward.

3. Medium Employers (100-499)

This third cluster should include medium-sized employers with 100-499 employees. This will likely represent the majority of organizations in the final master employer contact database. As such, this group should be further sorted and ranked (process outlined below).

4. Small Employers (<100)

This final cluster should capture any employers with fewer than 100 employees. While the majority of the region's employers are likely of this size, they should not be a top priority for employer sales or TDM program development efforts. As such, they will still be included in the sales process with the primary goal of providing dedicated support materials for this size of organization, including the *Georgia Commute Options Toolkit for Small Businesses* (and the companion *Quick Start Guide*).

C. Rank Medium Employer contacts

The final step within Phase 1 is to rank order the employer contacts sorted into the Medium Employer cluster (those with 100-499 employees). Given that this should be the largest group of target employers, the intent of this step is simply to organize the contacts in a systematic order and provide a “place to start” for regional employer sales efforts.

Employers in this cluster should be ranked from higher to lower priority. Once these employers are identified, a mapping system should be used to overlay employer locations and a variety of other locational features to assign overall scores using the points-based system described below:

- **Proximity to Solutions (Maximum points: 5)**

Explanation: The presence of local infrastructure and services for non-SOV travel enhances the range of TDM programs relevant for employers and their employees. Points include:

Transit Access

- 1 point: Located within a 10-minute walk (1/2 mile) of at least one bus stop OR
- 2 points: Located within a 10-minute walk (1/2 mile) of a rail station

Multi-Passenger Access

- 2 points: Within three miles of managed lanes allowing carpool, vanpool, and commuter bus access

Bike / Walk

- 1 point: Walk Score rating greater than 40. Walk Score is a tool that assigns a number between 0 and 100 that measures the walkability of any address based on access to nearby amenities. A score of 40 is the benchmark for a more walkable area in the Georgia Commute Options service area (e.g., Cumberland)

- **Proximity to Transportation Challenges (Maximum points: 3)**

Explanation: The presence of local transportation challenges, such as heightened congestion levels and major construction projects, can strengthen employer interest in TDM programs. Points include:

Congestion

- 1 point: Within one-mile of congested corridors (per INRIX Traffic Scorecard)

Construction

- 2 points: Within one-mile of a major, ongoing road construction project

- **Employer Density (Maximum points: 1)**

Explanation: Locations with a higher density of employers can facilitate more efficient on-the-ground employer sales processes (including where multiple medium-sized employers are located within a single building). Areas with high employment densities tend to feature more-supportive local environments for walking and bicycling and enhanced access to transportation services (e.g., transit services, dockless mobility options). Points include:

Employer Density

- 1 point: Located within ARC-designated Regional Center, Region Employment Corridor, Region Core, or City Center

- **Employer Size and Brand Equity (Maximum points: 2)**

Explanation: Within the medium-sized employer cluster, employer size (within the 100-499 employee range) remains a factor for program efficiency. Additionally, marque brands can become valuable assets for overall program credibility and visibility. Points include:

Number of Employees

1 point: 300-399 employees

Marque Brand

1 point: The employer is a Fortune 1000 company, or a prominent local public or non-profit organization

Overall, the points system outlined above is designed as a high-level mechanism to rank order the entities within the Medium Employer cluster. Sales efforts can then proceed sequentially based on rank order of the employers. *As such, it is not critical for the points scoring system to be precise.*

Phase 1 Process Considerations

As a final step, the specialty sector, large, and medium employers should be plotted on a regional map to illustrate the geographic distribution of these organizations. This can begin to inform possible designations of regional territories where applicable.

PRIMARY OUTCOMES OF PHASE 1:

1. A master employer contact database for the Atlanta region, organized into four clusters, with the Medium Employers prioritized.
2. A regional map of the specialty sector, large, and medium employers.

Phase 2: Preliminary Sales

The second phase of this strategy transitions from research-focused to sales-oriented activities. The master employer contact database developed in Phase 1 should provide a robust pipeline of employers. This phase initiates the process of converting these employers into potential candidates for TDM program implementation.

PRIMARY AIMS OF PHASE 2: Initiate contact with employers from the master contact database, introduce Georgia Commute Options, and gauge interest in becoming a Georgia Commute Options member.

- A secondary aim of Phase 2 is to continually enhance the master employer contact database (e.g., completing empty data fields, confirming existing data and contact information), even for employers that are not interested (at the time of contact).

The key activities within Phase 2 include:

- A. Assigning “Sales Leads” for each of the four employer clusters (from Phase 1)
- B. Contacting employer leads (initial and ongoing)
- C. Determining outcomes from preliminary sales efforts

A. Assigning “Sales Leads” for each of the four employer clusters

Engaging employers in TDM programs often requires a blend of expertise; for example,

- Sales techniques and professional networking
- Transportation planning and TDM-solution design
- Industry- or sector-specific experience (e.g., warehouse and distribution businesses)
- Territory-specific knowledge (e.g., in-depth knowledge of a particular corridor)

“Sales Leads” should be responsible for the initial steps required to transition employers from the master contact database to potential candidates for Georgia Commute Options membership. Recruitment of these employers could require sales and transportation skill sets but could be implemented by one team member who possesses these multiple skills. This Sales Lead title represents the type of skill set that is needed at this particular point in the engagement process. To simplify the process as outlined below and in the process flowchart, the Sales Leads are written as distinct positions to clarify the specific skill set needed.

The table below summarizes the recommended Sales Leads for each of the four employer clusters, along with the geographic scale for their work.

Employer Cluster	Preliminary Sales Leads	Geographic Coverage
#1 Distinctive Employer Sectors	Sector TDM Advisor	Regional
#2 Large Employers	Territory TDM Advisor	Specific Areas / Territories
#3 Medium Employers	Sales Advisor	Regional
#4 Small Employers	Automated Sales Processes	Regional

Further detail on the rationale for these roles within the preliminary sales phase is below:

- **#1 – Distinctive Employer Sectors.** These employers are likely to be atypical workplaces, requiring specialist knowledge of the industry or setting. Examples include warehouse and distribution facilities (with unique business priorities, employee shifts / schedules, employee turnover dynamics, etc.), colleges / universities, workplaces with majority non-English speaking populations, and more. In each case, Sales Leads can develop skillsets and knowledge specific to these sectors, and then apply these specialties regionally.
- **#2 – Large Employers.** Employers with 500+ employees are highly-valuable potential Georgia Commute Options members, due to the opportunities for efficiency gained by working with a large number of employees at one location, and the likely potential brand equity conferred by working with larger organizations. Sales efforts for these large employers should follow a more methodical, intensive process that may play out over a longer period of time (if required). Reaching key contacts within these employers may involve ongoing networking through local business groups, and solid knowledge of local commute challenges and opportunities. As such, preliminary sales should be handled by territory TDM specialists. The boundaries for these territories should be defined once all large employers (from the master employer contact database) are mapped and clustered.
- **#3 – Medium Employers.** This cluster should include the largest number of employers that are high-value targets for the Georgia Commute Options program. As such, dedicated preliminary sales efforts are warranted, utilizing staff members with strong sales and networking skills.

These sales specialists should work regionally. Once contacts express strong interest / need for Georgia Commute Options services, the contacts should be shifted to territory TDM specialists (a process described in more detail in Section C below).

- **#4 – Small Employers.** Employers with fewer than 100 employees are the lowest priority for dedicated employer engagement. As such, automated techniques should be the primary method of sales for this cluster, not one-on-one engagement. These could include group emails to existing small business contacts, presentations to small business networks, and other means of reaching these contacts efficiently.

B. Contacting employer leads (initial and ongoing)

The next step in the process involves initial engagement with the organizations in the master employer contact database. In some cases, this will require initial identification of the right contact at an employer.

This initial contact phase should utilize best practice “sales techniques.” For each of the four employer clusters, the table below provides examples for initial and ongoing engagement to better clarify the strategic intent of preliminary sales for each group.

Employer Cluster	Initial Engagement Steps (examples only)
#1 Distinctive Employer Sectors	<ul style="list-style-type: none"> • Intensive background research • Introduction through industry-specific associations • Introduction through industry-specific events • Introduction through Community Improvement Districts or Chambers of Commerce • Direct contact via email / phone, leading to in-person meetings • Use “Industry Guides” where available to inform discussions*
#2 Large Employers (500+)	<ul style="list-style-type: none"> • Background research on each employer prior to first contact • Introduction through Community Improvement Districts or Chambers of Commerce • Introduction through property managers • Introduction through local business events • Direct contact via email / phone, leading to in-person meetings
#3 Medium Employers (100-499)	<ul style="list-style-type: none"> • Direct contact via email / phone • Introduction through regional events or business associations • Introduction through affiliated programs’ (e.g., “My Drop Counts”) business members • Use “Industry Guides” where available to inform discussions*
#4 Small Employers (<100)	<ul style="list-style-type: none"> • Via group email to small employers with email contacts

**Georgia Commute Options is developing a series of two-page Industry Guides summarizing the unique workplace dynamics and TDM opportunities / challenges within specific industry groups. The first two examples include: (1) warehouse and distribution businesses, and (2) hospitals.*

An additional element of the preliminary sales activities will be to update relevant fields within the master employer contact database (e.g., completing empty data fields, confirming existing data and contact information). In this way, all sales activities serve to enhance the depth and quality of this database over time.

C. Determining outcomes from preliminary sales efforts

The primary outcome of Phase 2 should be to gauge “interest” in Georgia Commute Options programs and services. At the highest-level, this could include three general outcomes:

1. Not interested

- Next step: These contacts will remain in the sales phase.

2. Interested only in receiving ongoing Georgia Commute Options information materials

- Next step: These contacts will move to Phase 3 of this process as a “Starter Member” (full details on Georgia Commute Options membership levels is provided in the next section).

3. Interested in ongoing information materials as well as TDM program development support

- Next step: These contacts will proceed to Phase 3.

As this is a critical decision point of the work completed in Phase 2, it is worth noting that the next steps based on each of these outcomes could vary somewhat for each of the four employer clusters, as described in more detail below:

• #1 – Distinctive Employer Sectors

- Not interested: move on to other employers within the sector, returning to those not interested once successful case studies for employers in the sector are complete.
- Interested (information only): transition to Starter Member.
- Interested (TDM program development): transition to TDM Program Development, working with the same Sector TDM Specialist that led the sales process (plus additional experts as required).

• #2 – Large Employers

- Not interested: continue engagement efforts with the employer, trying new methods and new contacts to develop enhanced interest over time (i.e., do not give up).
- Interested (information only): transition to Starter Member.
- Interested (TDM program development): transition to TDM Program Development, working with the same Territory TDM Specialist that led the sales process (plus additional experts as required).

• #3 – Medium Employers

- Not interested: update database and move on to focus on other employers.
- Interested (information only): transition to Starter Member.
- Interested (TDM program development): transition to Territory TDM Specialist for the location of the employer to begin TDM program development.

• #4 – Small Employers

- Not interested / no response: update database. As preliminary sales efforts for this cluster will be primarily automated efforts, receiving no response from a contact will be the most common way to gauge lack of interest.
- Interested: send out the *Toolkit for Small Businesses* and transition to Starter Member.

- Note: this *Toolkit* is an existing Georgia Commute Options resource designed as a self-help guide for smaller employers to select and launch their own commute programs. This *Toolkit* includes links to additional online Georgia Commute Options commuter services, such as ride-matching, incentives, etc.

PRIMARY OUTCOMES OF PHASE 2:

1. Preliminary sales initiated for each of four employer clusters, resulting in an initial assessment of “interest” with a relevant next step.
2. Ongoing updates and enhancements to the master employer contact database.

Phase 3: TDM Program Development with Interested Employers

The final phase in this strategy is to further engage interested employers and transition them into Georgia Commute Options members. The purpose of an internal membership level structure is to guide the Georgia Commute Options staff towards providing a level of service to employers based on their level of commitment to commute programs at their worksites. In this model, employers are categorized by the level of resources (e.g., staff time, budget) that they dedicate to TDM programs. Sales Leads will need to assess the existing worksite and programming as well as determine opportunities for TDM programming at the employer to both propose specific TDM programs and to assign the employer to a membership level. Membership levels include:

- Starter Members: employers who have expressed some level of interest in GCO information materials
- Basic TDM Programs Members: employers who commit to more active Georgia Commute Options promotion within their companies
- Intermediate TDM Programs Members: employers who are providing tailored strategies to their employees
- Advanced TDM Programs Members: Employers who are providing a deeper level of commuter programs by investing more of their own internal resources.

These levels are further detailed in the following section.

PRIMARY AIM OF PHASE 3: Convert interested employers into Georgia Commute Options members

The key activities within Phase 3 include:

- A. Determining TDM programming and resulting membership levels
- B. Conducting evaluation

A. Determining TDM programming and resulting membership levels

Interested employers in the Distinctive Employer Sectors, Large Employer, and Medium Employer clusters will need to be assigned to a membership level. This may not happen until several points of contact have occurred.

Those who have expressed at least minimal interest in Georgia Commute Options, but are difficult to set up meetings with, will become Starter Members. For others, further work must be conducted by the Georgia Commute Options Sales Lead to identify the existing worksite conditions, as well as identify relevant programs for the employer. This work could include:

- Research on the company
- Conducting a site assessment
- Consultation meetings with the employer

From this work, the TDM specialist should then be able to provide an applicable program recommendation to the employer. Note, the interested employers are only converted to a Georgia Commute Options member upon implementation of a TDM program. If they only agree to accept information, they will remain a Starter Member. The magnitude of the types of TDM program(s) that are implemented will designate the membership level. The membership levels are as follows:

Starter Member: When Sales Leads initially contact employers, they may express a minimal level of interest in Georgia Commute Options. That provides an opportunity for Georgia Commute Options to keep them primarily engaged through electronic communications, while checking in periodically to determine if they are interested in a higher level of service delivery. There is a low commitment requirement from the employer within this membership level, and therefore we can anticipate a higher number of employers with this designation. To ensure that these members are effectively communicated with, an efficient digital communications strategy will be utilized. Employer actions within this membership level could include:

- Displaying a Georgia Commute Options poster in the employee breakroom
- Posting a direct link to Georgia Commute Options on the company intranet
- Receiving periodic updates from Georgia Commute Options

Basic TDM Programs Member: Employers who commit to more active Georgia Commute Options promotion within their companies, without opting to implement their own company-tailored programs are considered Basic members. These employers are interested in promoting Georgia Commute Options information materials to their employees, showcased by ongoing distribution of information. Employer actions within this membership level could include:

- Forwarding a Georgia Commute Options modal campaign to staff
- Inviting Georgia Commute Options staff to host a lunch and learn
- Promoting Georgia Commute Options incentives
- Communicating Guaranteed Ride Home enrollment requirements

Intermediate TDM Programs Member: Employers who build on the success of the Georgia Commute Options services by further providing specific strategies tailored to their employees are considered Intermediate members. These members will dedicate staff time and effort to developing commute solutions for their employees. Employer actions within this membership level could include:

- Implementing commuter tax benefits
- Working with Georgia Commute Options on a carpool or vanpool program
- Hosting specific campaigns for their employees (i.e. workplace commuter challenge)

- Offering an employee transit pass purchasing program
- Partnering with nearby retail to offer discounts for alternative commuters
- Supporting or applying for a Bicycle Friendly Business certification

Advanced TDM Programs Development Member: Employers who are providing a deeper level of commuter programs by investing more of their own internal resources are considered Advanced members. These programs either require a larger staff-time investment (i.e., cross-departmental initiatives) or a financial investment. Employer actions within this level could include:

- Establishing a last-mile shuttle from nearby transit
- Offering a transportation subsidy or financial incentives for not driving alone
- Implementing a parking cash-out program
- Implementing a company-wide, cross-departmental FlexWork or telework policy
- Installing site amenities such as a bike room or bike repair station
- Matching Georgia Commute Options incentives with an employer-sponsored program
- Providing “try-it” transit passes
- Incentivizing off-peak travel

B. Conducting evaluation

The actions within these membership levels would be evaluated by the performance measures identified in the *Regional TDM Program Alignment Performance Evaluation Framework and Action Plan*. Performance is measured against the TDM goals/objectives defined within the Atlanta Region’s Plan. Performance measures outlined in the *Plan* are classified according to key stages of behavior change:

	Georgia Commute Options Membership Levels			
	Starter	Basic	Intermediate	Advanced
Awareness: Number of people receiving information on alternative commute options	✓	✓	✓	✓
Influence: Increase in employer engagement	✓	✓	✓	✓
Participation: Number of participants in Georgia Commute Options programming	✓	✓	✓	✓
Impact: Clean commute trips per employer, per week			✓	✓

The membership categories are designed in such a way that there are opportunities for growth to the higher levels of membership. The goal within all levels is to increase employer engagement within that level, or to promote employers to the next level through program implementation.

Measuring the impact of TDM programming will primarily occur at Intermediate and Advanced levels through the use of workplace travel surveys. These surveys can serve two purposes:

1. **Baseline Evaluation.** Employer surveys can be used to assess baseline commuter behavior, confirm existing worksite conditions and assumptions made by the Sales Specialist, and determine potential uptake of recommended programs. Surveys should be reserved for

employers that are likely to follow through on implementation, and therefore would be only be used during the assessment phase if an employer is anticipated to be placed into the Intermediate or Advanced TDM Program Member levels. A baseline survey should also be undertaken before an employer is promoted to Intermediate.

2. **On-Going Evaluation.** Intermediate and Advanced TDM Programs Members will conduct workplace travel surveys every two years to ensure they are gathering data on their program impacts, including clean commute trips per employer, per week.

Both employer level and regional data will be used to determine how the effectiveness of engaging employers at the different levels impacts the outcomes, and to determine cost-benefit analyses of the various GCO programs offered. The results will inform future programming and regional policy decisions.

PRIMARY OUTCOME OF PHASE 3: A robust group of employers offering measurable TDM programs at their worksite

Conclusion

Georgia Commute Options staff prioritizes working directly with employers as one of the methods to achieve the regional goals. Working directly with employers enables Georgia Commute Options staff to directly reach their employees, implement TDM programs at their worksites, and enhance the visibility of the program through a large network base of companies.

By increasing the number of employers within the membership program, there is a stronger foundation for the Georgia Commute Options brand. As more companies are exposed to the suite of services offered, the brand builds in credibility. This strategy focuses on quantity and quality of engaged employers. At any given time in the process, there should be more Starter Members than members within the higher membership levels. Implementation of in-depth TDM programming is focused on employers who are positioned to achieve ARC's regional goals (as outlined in the *Regional TDM Program Alignment Plan*). By establishing a ranking system, Sales Lead time is focused on specific employers to usher them further through the sales funnel towards a higher level of impact.

This process should be supported by updated technology tools. Collection of data at the employer level will rely on inputs to the Salesforce tool. Functionality, workflows, and reporting fields should be updated to track progression through the membership levels and progress against the performance measures. Additionally, the regional ride-matching and incentive tool should be programmed to report the employee-specific measures outlined within the evaluation framework.

For the engagement strategy to be the most effective, the outcomes must connect to the *Regional TDM Program Alignment Performance Evaluation Framework and Action Plan*. The *Regional TDM Program Alignment Plan* will recommend staff performance reporting that would be provided to ARC. The performance reporting and the outcomes achieved by this engagement strategy should align in order to clarify the daily activities of Georgia Commute Options staff.

EXHIBIT E

EMPLOYER PARTNERSHIP LEVELS

The Four Types of TDM Engagement

DISTRIBUTE

Makes employees aware of commute options programs and services by any of the following:

- Distributing commute options information through electronic means.
- Posting commute options information in common areas.

PARTICIPATE

Has employees participate in the regional TDM program by any of the following:

- Participating in regional or local modal promotions.
- Encouraging employees to participate in the GCO incentives programs.
- Allowing ESOs to host on-site events.

PROMOTE

Encourages employees to utilize alternative modes through no/low cost services, including:

- Offering clean commute tax benefits.
- Working with the ESO to create a carpool or vanpool program.
- Offering an informal telework or flex work program.
- Offering discounted transit passes through the ESO.
- Offering additional tailored strategies to promote clean commuting (at no/low cost).

INVEST

Encourages alternative mode use through investments in services, including:

- Offering financial incentives for clean commuting.
- Establishing last-mile shuttle to transit.
- Offering parking cash-out program.
- Offering a formal telework or flex work program.
- Installs on-site secure bike storage and/or provides shared bikes.
- Offers additional tailored strategies to promote clean commuting (at cost).

Engagement Actions & Salesforce Fields

Distribute Action

Salesforce Field

Distributing commute options information through electronic means	Ongoing Education of Employees
Posting commute options information in common areas	Ongoing Education of Employees

Promote Action

Salesforce Field

Offers clean commute tax benefits	Bike Pre-Tax Program/Transit Pre-Tax Program/Vanpool Pre-Tax Benefit
Works with the TMA to create a carpool or vanpool program	Carpool Program/Vanpool Program/Provides Empl Inform to ESO for Vanpool
Offers an informal Telework or FlexWork program	Telework Program/Telework Status/Compressed Work Week/CWW Program Status
Offers employees discounted transit passes by purchasing through the TMA	Purchase Transit Passes from TMA
Offers an additional tailored strategy to promote clean commuting (at no direct cost to company)	Other Incentives or Innovative Programs/Describe other Incentives & Programs

Participate Action

Salesforce Field

Participates in regional and/or local modal promotions	Ongoing Education of Employees
Encourages employees to participate in the Georgia Commute Options regional incentives program	Makes Ridematch Application Available/ Promotes Ride Matching
Allows the TMA to host on-site events	Annual Commuter Events

Invest Action

Salesforce Field

Offers a subsidy or financial incentive for clean commuting	Bike Subsidy or Incentive / Walk Subsidy or Incentive / Ongoing Parking Subsidy for Carpools / Provides ongoing Transit Pass Subsidy / Provides Ongoing Vanpool Subsidy / Ongoing Parking Subsidy for Vanpools
Establishes a last-mile shuttle from nearby transit	Shuttle / Financial Support of Local Shuttle
Implements a parking cash-out program	Innovative Parking Program
Implements a company-wide formal FlexWork or Telework policy	Telework Program / Telework Status / Compressed Work Week / CWW Program Status
Installs on-site secured bike storage	Bike/Walk Programs / Bike Racks or Secured Storage
Provides employees with shared bikes	Offers Shared Bikes / Sponsors Formal Bike Share Program
Offers an additional tailored strategy to promote clean commuting (at direct cost to company)	Other Incentives or Innovative Programs/Describe other Incentives & Programs

The Four Engagement Levels

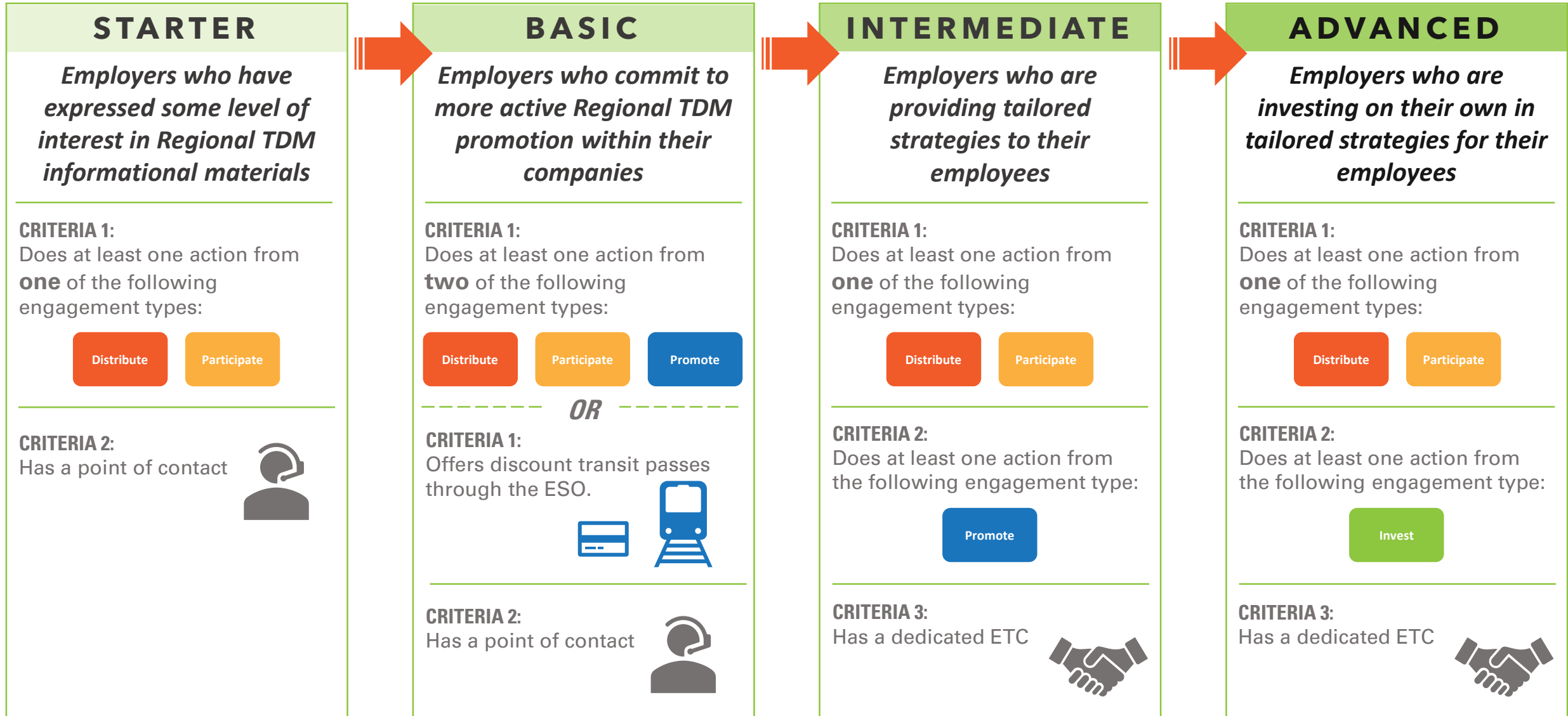


EXHIBIT F

GCO Brand Guidelines

Georgia Commute Options

Brand Guidelines 2019



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BRAND OVERVIEW

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Using a consistent and cohesive brand for all TDM (Transportation Demand Management) efforts funded through GDOT (Georgia Department of Transportation) and offered by our regional TDM partners will enhance all state and regional efforts. This umbrella brand clarifies the scope of resources and services available to commuters and employers across the state, which will also improve partners' communications efforts.

Our collective goal is to reduce the number of vehicles on Georgia's roads — particularly during peak times — by motivating more metro Atlantans to choose commute alternatives such as carpools, vanpools, transit, telework, bicycle and walking to work and by encouraging employers to try flexwork arrangements such as teleworking and compressed work weeks.

Our goal is to reduce the number of vehicles on our region's roads by motivating more Georgians to choose commute alternatives.

A brand is a simple, clear identity that conveys value to your desired customers. It is more than one single element. It is a promise about what a program is and will do for the people it serves. Though many organizations will promote Georgia Commute Options, it is vital that one brand, one promise remains consistent and unified.

People will come in contact with our brand in the media, in mass advertising, our website, in posters, brochures, emails. They will experience our brand when they call or participate in a program. Consistency is central to all communications efforts and must be manifested and protected by everyone that takes part in it.

There are many practical reasons to promote and sustain one single, consistent brand for Georgia's TDM efforts, including:

1. You will save time.

With unified, consistent messages and templates, you will save time preparing materials and presentations.

2. You will save money.

With unified, consistent messages and templates, you will save time preparing materials and presentations.

3. Your efforts will be more effective.

With mass communications efforts and various organizations promoting the brand, your efforts will become much more effective. Each new outreach encounter has the benefit of brand awareness and this familiarity will help in motivating employers and commuters to choose commute options.

Purpose

The purpose of these brand guidelines is to establish a consistent application of the brand identity across all marketing and communications efforts, by all partners involved. A consistent and coherent look and feel of all branded communications is critical to build and sustain a solid brand and image.

Any use of the Georgia Commute Options logo, taglines, and other brand elements must adhere to the standards set forth in the guide.

An elevator statement is a brief statement that describes an organization, or in this case, a program. For example, it is a statement one can deliver while riding in an elevator. The elevator statement for Georgia Commute Options is as follows:

“ Georgia Commute Options is a program funded by the Georgia DOT and managed by the Atlanta Regional Commission, offering incentives and free services to employers, property managers, and commuters to motivate people to try an alternative to driving alone — like carpooling, vanpooling, riding transit, teleworking, or other clean commute alternatives.

While the Georgia Commute Options program will be brought to the public by various organizations, it will be positioned as a single statewide effort. Imagine various organizations “selling” one suite of services. As such, here are examples of language to differentiate organization from program:

“I’m here to talk to you about Georgia Commute Options, a program of the Georgia Department of Transportation.”

OR

“I’m with [name of your ESO here] and I’m here to talk to you about Georgia Commute Options.”

For all funded materials or activities, TDM partners must gain approval from the Georgia Commute Options communications team. The GCO team will act as the authority of these brand guidelines and ensure any materials meet these standards. If express written approval is not secured before the materials are produced, they will not be reimbursed.

Joel Wascher is a Sr. Program Specialist of Marketing & Communications at Georgia Commute Options. He can be reached at JWascher@atlantaregional.org

Logo Options

You have three basic logo color options from which to choose:

- Full-color logo
- Black version, when colors are limited
- Reversed version, in which the entire logo is shown in white against a dark background

Full-color logo



Black logo



Reversed logo



The wordmark is to be used ONLY on the website:

- The wordmark by itself is used in the navigation on mobile
- The wordmark is used on top of the transparent graphic in the navigation on desktop

Wordmark

GEORGIA**COMMUTE**OPTIONS

Wordmark with
Transparent Graphic



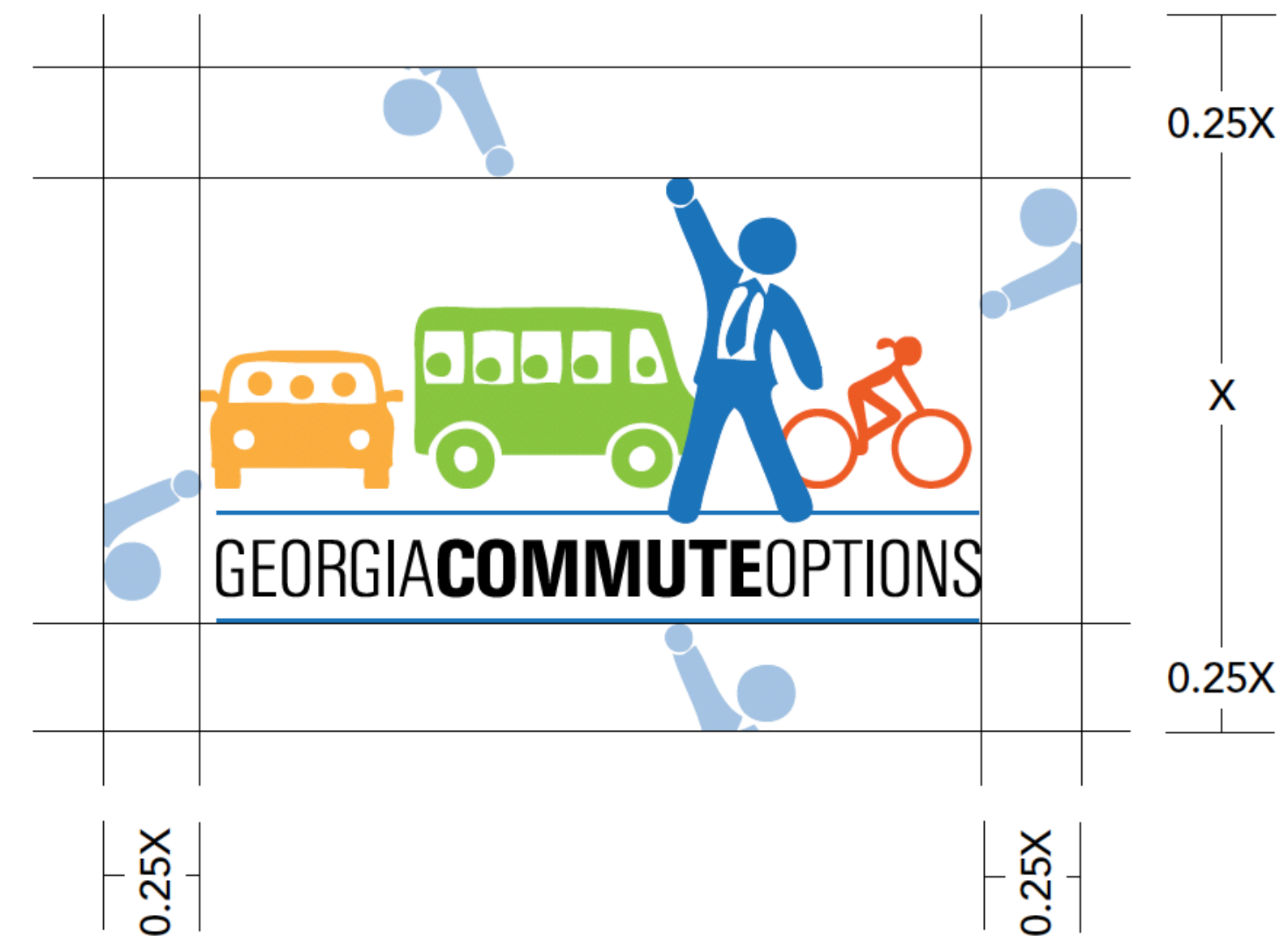
Georgia Commute Options logo misuse;

- Never use anything but the approved and provided logo
- Never attempt to create your own logo
- Never reproduce the logo in nonapproved colors
- Never stretch or alter the logo's proportions
- Never use the logo as part of a sentence or phrase
- Never tilt or alter the horizontal orientation of the logo
- Never print on top of the logo
- Never use the reversed logo on light-colored backgrounds
- Never use the full-color logo or black logo on dark-colored backgrounds



Protective spacing is the minimum amount of space around the logo that must be kept clear of all other graphic elements. The purpose is to visually isolate the signature, promoting its visibility. Such protective spacing also protects the visual integrity of the signature by preventing text, other logos, areas of color or visual images from diminishing the logo.

- Protective spacing shall be no less than one-fourth of the height of the logo on any one side of the logo in any application
- While some applications may have spacing limitations, every effort must be made to preserve the prescribed protective spacing



To protect the integrity, legibility, and impact of the Georgia Commute Options logo, it must never be reproduced in sizes smaller than those shown on this page. Any further reduction would impair its legibility.



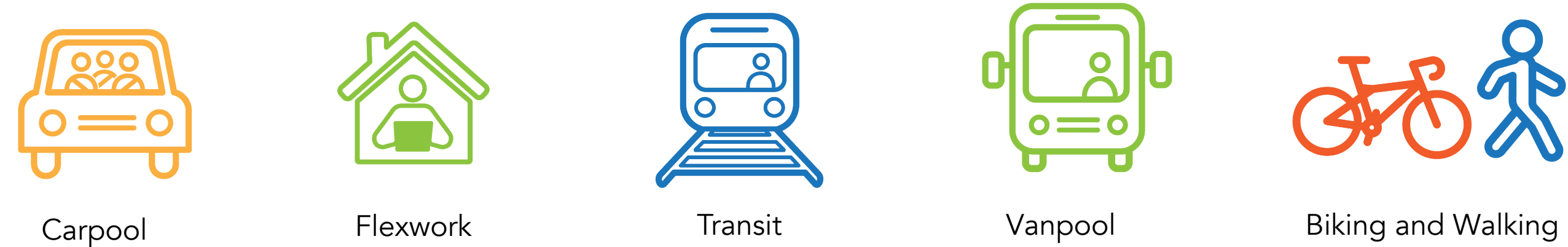
Minimum print size:
1.045" w x .595" h



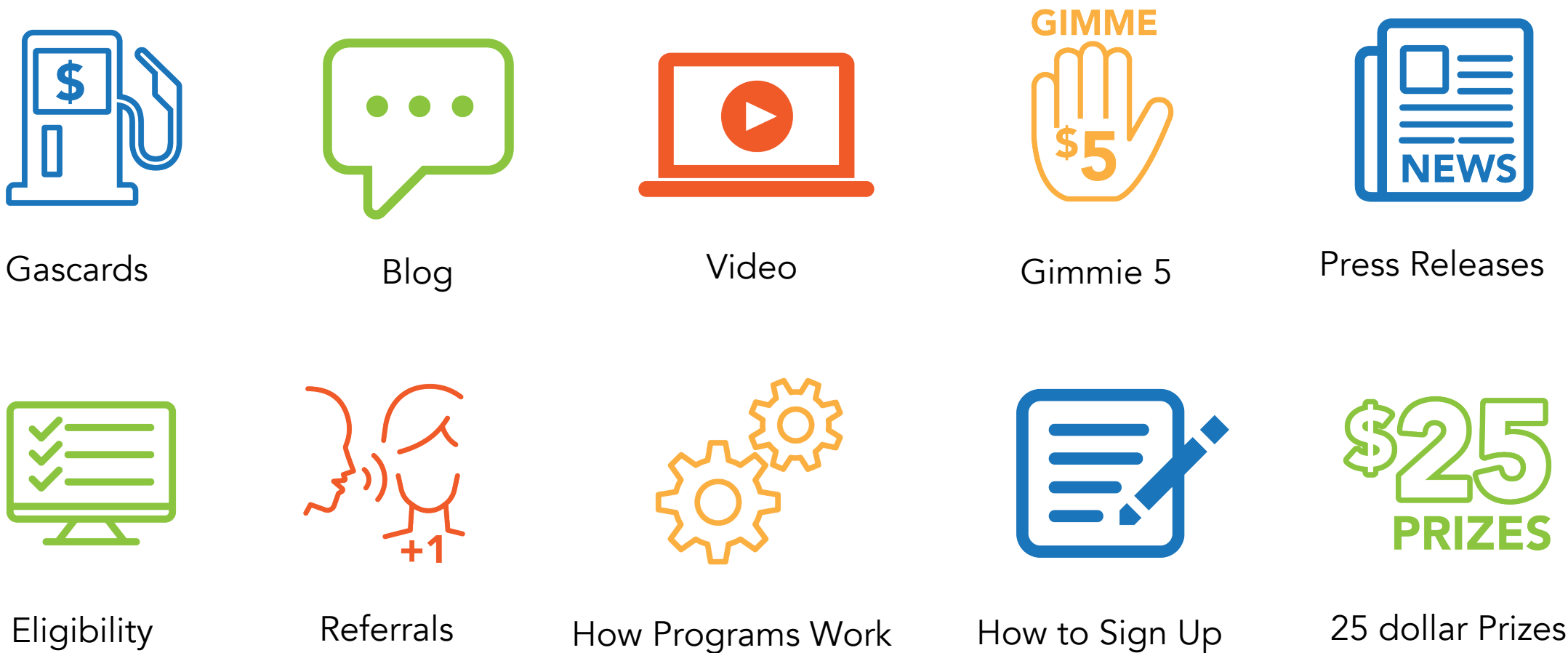
Minimum electronic size:
1.35" w x .77" h (97 x 55 pixels)



To represent various ways to get around, we use the following icons in the colors as shown.



To represent various programs and pages on our website, we use the following icons in the colors as shown.



GCO Orange, GCO Green, GCO Blue, GCO Red, and black comprise the full-color logo palette. These colors are also the primary brand colors for use in media applications.



GCO ORANGE

SPOT COLOR:
PMS 1385

4-COLOR PROCESS:
C: 0 M: 35 Y: 85 K: 0

SCREEN (RGB)
R: 251 G: 175 B: 63

INTERNET (HEX):
fbaf3f



GCO GREEN

SPOT COLOR:
PMS 368

4-COLOR PROCESS:
C: 50 M: 0 Y: 100 K: 0

SCREEN (RGB)
R: 141 G: 198 B: 63

INTERNET (HEX):
8dc63f



GCO BLUE

SPOT COLOR:
PMS 660

4-COLOR PROCESS:
C: 85 M: 50 Y: 0 K: 0

SCREEN (RGB)
R: 27 G: 117 B: 188

INTERNET (HEX):
1b75bc



GCO RED

SPOT COLOR:
PMS 1645

4-COLOR PROCESS:
C: 0 M: 80 Y: 95 K: 0

SCREEN (RGB)
R: 241 G: 90 B: 41

INTERNET (HEX):
f15a29



BLACK

SPOT COLOR:
PANTONE BLACK

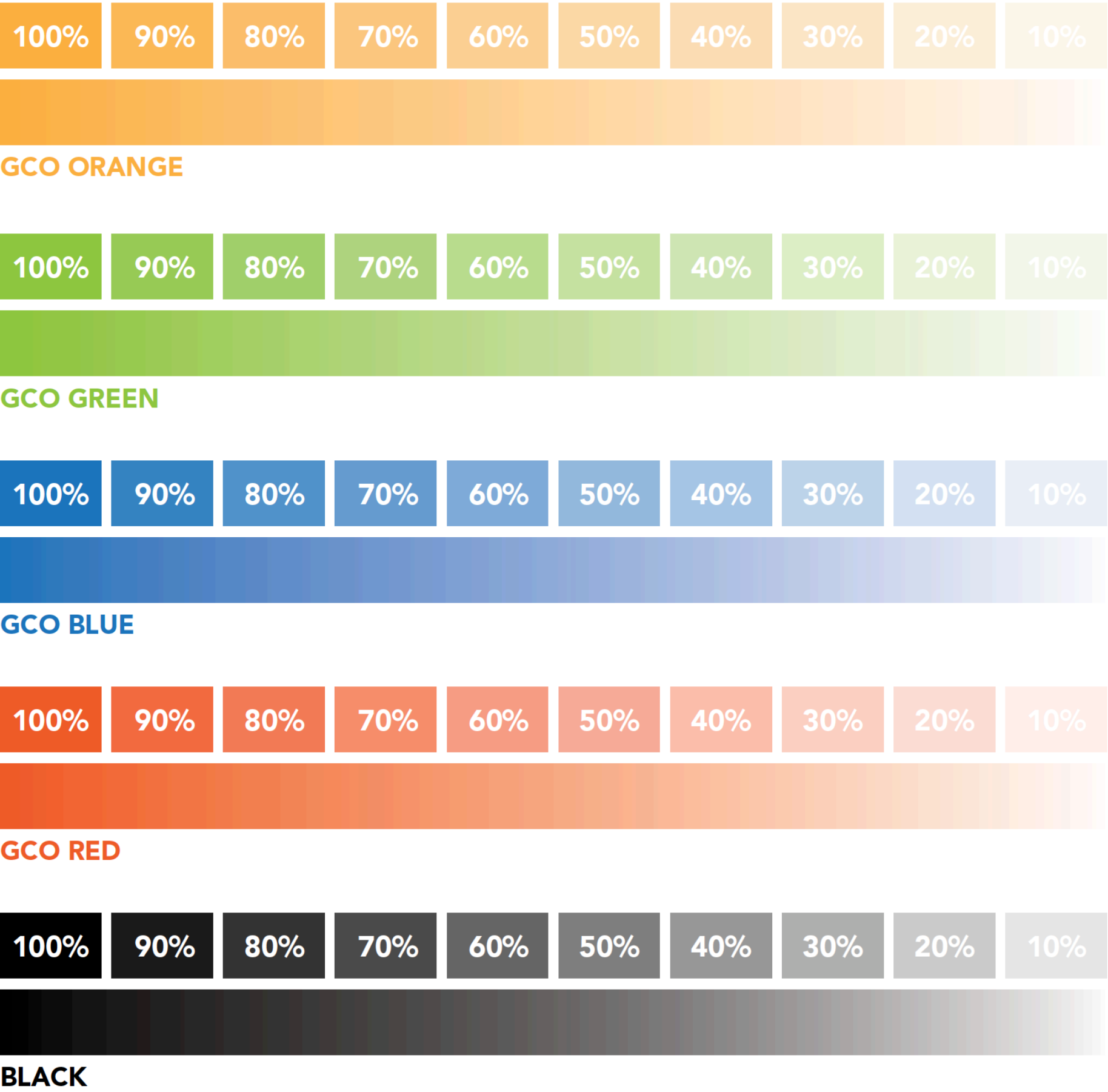
4-COLOR PROCESS:
C: 0 M: 0 Y: 0 K: 100

SCREEN (RGB)
R: 0 G: 0 B: 0

INTERNET (HEX):
000000



Tints and gradients may be used to complement the primary colors; however, the logo must always remain solid.



COLORS

Background Colors

The full-color and Black logos may be used on a background that is:

- White
- Light solid, preferably a tint of one of the primary corporate colors
- Light visual

The reversed logo may be used on a background that is:

- Dark solid, preferably one of the primary corporate colors
- Dark visual

Sufficient contrast must be ensured at all times.



Full-color logo on white.



All-black logo on white.



Full-color logo on light solid.



All-black logo on light solid.



Full-color logo on light visual.



All-black logo on light visual.



Reversed logo on dark solid.



Reversed logo on dark visual.



We recommend using a 4-color printing process for coated applications. Printers or processing houses should use the current version of the PANTONE® solid to process chips for color specification, matching and control.

For PMS® spot colors, please use the current version of the PANTONE® formula guide coated/uncoated for color specification, matching and control. Use the actual PANTONE chips. Do not try to match examples in this guide.

The Georgia Commute Options logo can also be reproduced in RGB and Hexadecimal colors for on-screen applications.

Many factors can influence accurate color reproduction: press process, paper stock, line screen, and ink coverage.

1. For good quality, uncoated paper stock, use a line screen of 150 lpi (lines per inch)
2. For high quality brochures or coated art paper, use 175 lpi or higher
3. For newsprint and silkscreen printing, use 85 lpi screen

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<u>Tertiary Fonts</u>	25

The Avenir Font Family is the primary typeface for use in media applications.

Avenir Light
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Book
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Medium
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Heavy
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Black
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Light Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Book Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Medium Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Heavy Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

Avenir Black Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&^*(){};:~?

The following Universe fonts are the secondary typefaces for use in media application.

The following Bebas fonts are the secondary typefaces for use on the website.

Universe Condensed
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Universe Roman
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Universe Bold
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Universe Condensed Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&()[]{};:~?*

Universe Bold Oblique
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&()[]{};:~?*

BEBAS NEUE REGULAR

ABCDEFGHIJKLMNOPQRSTUVWXYZ
123458790!@#\$%^&*[]{};:~?

BEBAS NEUE BOLD

ABCDEFGHIJKLMNOPQRSTUVWXYZ
123458790!@#\$%^&*[]{};:~?

In certain environments, such as PC presentations, personal communications, and some internet or web settings, it is acceptable to use Arial as the default font.

Arial Narrow
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Arial Regular
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Arial Bold
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Arial Black
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Arial Regular Italic
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?

Arial Bold Italic
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*()[]{};:~?