WETA WATER EMERGENCY TRANSPORTATION AUTHORITY

Members of the Board

Jody Breckenridge, Chair
Jeffrey DelBono
Timothy Donovan
Anthony J. Intintoli, Jr
James Wunderman, Vice Chair

BOARD OF DIRECTORS' MEETING
Thursday, March 3, 2016 at 1:00 p.m.
San Francisco Bay Area
Water Emergency Transportation Authority
9 Pier, Suite 111; San Francisco

The full agenda packet is available for download at sanfranciscobayferry.com/weta.

AGENDA

1. CALL TO ORDER – BOARD CHAIR

2. PLEDGE OF ALLEGIANCE/ROLL CALL

3. REPORT OF BOARD CHAIR — ***Information***

4. REPORTS OF DIRECTORS — ***Information***

5. REPORTS OF STAFF — ***Information***
   a. Executive Director's Report
   b. Monthly Review of Financial Statements
   c. Legislative Update

6. CONSENT CALENDAR — ***Action***
   a. Board Meeting Minutes – February 11, 2016
   b. Approve Amendment to Agreement with Weston Solutions Inc. to Provide Additional Construction Management Services for the North Bay Operations and Maintenance Facility Project
   c. Approve Amendment to Agreement with Cambridge Systematics for Ferry Ridership Forecasting Services

7. ADOPT SHORT RANGE TRANSIT PLAN — ***Action***

8. IDENTIFY NEXT STEPS FOR THE DRAFT WETA STRATEGIC PLAN — ***Information/Action***

9. APPROVE THE WETA EMERGENCY RESPONSE PLAN — ***Action***

10. AUTHORIZE RELEASE OF A REQUEST FOR PROPOSALS FOR NORTH BAY VESSEL CONSTRUCTION — ***Action***

11. OVERVIEW OF UPCOMING SUMMER 2016 SERVICE PLAN — ***Information***

12. CLOSED SESSION — ***Action***
    There are no planned agenda items for a Closed Session for the current meeting. — ***To Be Determined***

    In the event of any urgent matter requiring immediate action which has come to the attention of the WETA after the agenda has been issued and which is an item appropriately addressed in Closed Session, the WETA may discuss and vote whether to conduct a Closed Session under Brown Act (California

Government Code Sections 54954.2(b)(2) and 54954.5).

If the WETA enters into Closed Session under such circumstances, the WETA will determine whether to disclose action taken or discussions held in Closed Session under the Brown Act (California Government Code Section 54957.1).

13. OPEN TIME FOR PUBLIC COMMENTS FOR NON-AGENDA ITEMS

ADJOURNMENT

This information will be made available in alternative formats upon request. To request an agenda in an alternative format, please contact the Board Secretary at least five (5) working days prior to the meeting to ensure availability.

PUBLIC COMMENTS The Water Emergency Transportation Authority welcomes comments from the public. Speakers' cards and a sign-up sheet are available. Please forward completed speaker cards and any reports/handouts to the Board Secretary.

Non-Agenda Items: A 15 minute period of public comment for non-agenda items will be held at the end of the meeting. Please indicate on your speaker card that you wish to speak on a non-agenda item. No action can be taken on any matter raised during the public comment period. Speakers will be allotted no more than three (3) minutes to speak and will be heard in the order of sign-up.

Agenda Items: Speakers on individual agenda items will be called in order of sign-up after the discussion of each agenda item and will be allotted no more than three (3) minutes to speak. You are encouraged to submit public comments in writing to be distributed to all Directors.

Water Emergency Transportation Authority (WETA) meetings are wheelchair accessible. Upon request WETA will provide written agenda materials in appropriate alternative formats to individuals with disabilities. Please send a written request to contactus@watertransit.org or call (415) 291-3377 at least five (5) days before the meeting.

Participation in a meeting may be available at one or more locations remote from the primary location of the meeting. See the header of this Agenda for possible teleconference locations. In such event, the teleconference location or locations will be fully accessible to members of the public. Members of the public who attend the meeting at a teleconference location will be able to hear the meeting and testify in accordance with applicable law and WETA policies.

Under California Government. Code Section 84308, Directors are reminded that they must disclose on the record of the proceeding any contributions received from any party or participant in the proceeding in the amount of more than $250 within the preceding 12 months. Further, no Director shall make, participate in making, or in any way attempt to influence the decision in the proceeding if the Director has willfully or knowingly received a contribution in an amount of more than $250 within the preceding 12 months from a party or such party's agent, or from any participant or his or her agent, provided, however, that the Director knows or has reason to know that the participant has a financial interest in the decision. For further information, Directors are referred to Government Code Section 84308 and to applicable regulations.

WETA WATER EMERGENCY TRANSPORTATION AUTHORITY

M E M O R A N D U M

TO: WETA Board Members

FROM: Nina Rannells, Executive Director

DATE: March 3, 2016

RE: Executive Director's Report

CAPITAL PROJECT IMPLEMENTATION UPDATE

Vessel Replacement – The *Encinal* and *Harbor Bay Express II* are included in the Capital Budget for replacement as they have reached the end of their useful lives (generally 25 years) and staff has secured funding commitments for replacement vessels. In December 2013, the Board of Directors approved the contract award to Aurora Marine Design (AMD) for vessel construction management services. The Request for Proposal to construct two new passenger-only vessels was released on September 26, 2014. The Board approved a contract with Kvichak Marine Industries in April 2015 for the construction of two new replacement vessels. Vessel construction began in early September 2015. Work on hull modules for boat one is well under way, tank systems are complete and will be installed before joining the modules together. Raft deck is framed and being readied for decking. Work beginning assembly for boat two is underway with engine room modules being constructed first. Main engines, gearboxes and emissions systems have been delivered. The engine and emission system was mocked up and bench tested at the Pacific Power facility in Kent, WA on January 28. Emissions testing to comply with WETA requirements is being independently certified by InfoWedge and U.C. Riverside; results are due by mid-February. Final acceptance dates are scheduled for December 2016 for the first vessel and April 2017 for the second vessel.

***Intintoli* Major Component and Waterjet Rehabilitation Project**
This refit is planned for February/March 2016. During the replacement of the major propulsion train subcomponents work, other minor upgrades to the passenger cabins and minor vessel system upgrades will be accomplished. The Board of Directors approved the contract award to Marine Group Boat Works in November 2015. The vessel was successfully delivered to the Marine Group yard in San Diego on January 27. Pre-work noise and vibration testing was completed. The vessel was drydocked without issue and the hull bottom looks to be in great shape. Waterjet removal began on February 2.

***Gemini* Quarterlife and Passenger Capacity Increase Project**
This project is planned for February/May 2016. This project provides for a general refurbishment of the vessel and will include the following components: Refurbish shafts, propellers, rudders and replace bearings, replace and re-upholster seating, replace carpets, renew deck coatings, touch up interior finishes, overhaul main engines, HVAC, electrical, plumbing, emission, fire and lifesaving safety systems. In addition the scope of work for this project includes increasing the passenger capacity from 149 to 225. The Board of Directors approved the contract award to Marine Group Boat Works in February 2016. The vessel was successfully delivered to the Marine Group yard in San Diego on February 17. *Gemini* is in drydock with major work started on February 20.

***Peralta* Mid-Life Refurbishment**
The refurbishment project is separated into two phases. The Phase 1 scope of work includes refurbishment of main engines, generators, and gear boxes; installation of new steering hydraulic pumps and rams; passenger cabin renewal including refurbishment of the restrooms; new carpets; vessel dry dock; interior vessel paint; and provision of spare gearbox, propellers, and shafts. Bay Ship & Yacht completed Phase 1 work in mid-2015.

Phase 2 will include replacement of all control systems and navigation electronics, snack bar renewal, and exterior cabin paint. Phase 2 implementation has been deferred until next winter (2016/17) so that the *Peralta* can be utilized this winter while core maintenance work is completed on other vessels in the fleet.

Harbor Bay Ferry Terminal Piling Replacement
This project replaces older smaller diameter pilings with larger pilings. All major work at the ferry terminal is complete, and the barges have been removed from the site. The three outer pile guides were replaced, the existing pilings removed, and new 30" piles with anodes were driven to completion. Mooring cleats were replaced on both outboard pile guides. All work for this project has been completed.

North Bay Operations and Maintenance Facility – This project will construct a new ferry maintenance facility located at Building 165 on Mare Island in Vallejo in two phases. The landside phase includes site preparation and construction of a new fuel storage and delivery system along with warehouse and maintenance space. The waterside phase will construct a system of modular floats and piers, gangways, and over-the-water utilities.

The Board of Directors awarded a design-build contract for the landside phase to West Bay Builders, now Thompson Builders, in August 2013. Landside construction is substantially complete. Remaining tasks for the landside construction phase include commissioning and testing of systems that run between the landside and waterside portions of the project.

The Board of Directors awarded a design-build contract for the waterside construction phase to Dutra Construction in July 2014. Construction of the waterside phase is underway. Pile driving activities were completed on September 2, 2015. A total of 23 piles were driven over a 4 week period. The existing service float was modified and rehabilitated at Bay Ship & Yacht and was delivered to the site in February. All of the concrete floats were delivered to the site and secured to the piles in December. The construction contractor has begun installation of the superstructure and utility systems.

Regional Passenger Float Construction – This project will construct a new regional spare float that can be utilized as a backup for the Vallejo terminal float as well as other terminal sites such as downtown San Francisco when the permanent terminal floats must undergo periodic dry dock, inspection, and repair. This spare will support ongoing daily services and will be a valuable asset to have available for use in unplanned or emergency conditions. Ghirardelli Associates Inc. was selected as the project construction manager. Procurement of the passenger float construction contract was combined with the North Bay Operations and Maintenance Facility Project construction contract. The Request for Proposals for the project was released on February 28 and the construction contract was awarded to Dutra Construction on July 10, 2014. Final design was completed in December 2014. Float fabrication was completed in Portland, Oregon. The float arrived at Dutra's Alameda yard in early October. Float ramping and utility systems are being installed. The float is substantially complete and will be towed to the existing Mare Island facility for storage.

Central Bay Operations and Maintenance Facility – This project will develop an operations and maintenance facility at Alameda Point to serve as the base for WETA's existing and future

central bay ferry fleet. The proposed project would provide running maintenance services such as fueling, engine oil changes, concession supply, and light repair work for WETA vessels. The new facility will also serve as WETA's Operations Control Center for day-to-day management and oversight of service, crew, and facilities. In the event of a regional emergency, the facility would function as an Emergency Operations Center, serving passengers and sustaining water transit service for emergency response and recovery.

On January 29, WETA received Technical Proposals from three Offerors in response to its Request for Proposals (RFP) issued on December 4. Price proposals have been requested from Offerors within the competitive range. Staff anticipates bringing a recommendation for contract award to the Board in April.

Staff is advancing work to provide a replacement harbor seal haul-out in conjunction with this project. A conceptual design and implementation plan has been developed in coordination with a working group consisting of Alameda community members, City staff, and a marine mammal expert. Staff is working with state and federal resource agencies with jurisdiction over the work to secure permitting approval.

Downtown San Francisco Ferry Terminal Expansion Project – This project will expand berthing capacity at the Downtown San Francisco Ferry Terminal in order to support new and existing ferry services to San Francisco. The proposed project would also include landside improvements needed to accommodate expected increases in ridership and to support emergency response capabilities.

Preliminary (30%) design and engineering has been prepared for the project and is currently being reviewed by a Peer Review Panel as required by the Port of San Francisco. The Peer Review Panel is comprised of a geotechnical engineer, structural engineer, and university professor selected by WETA and approved by the Port of San Francisco pursuant to their Building Permit Review process. The Regional Water Quality Board, BCDC, and ACOE are expected to consider approval of the project in the coming months.

SERVICE DEVELOPMENT UPDATE

Richmond Ferry Service – This service will provide an alternative transportation link between Richmond and downtown San Francisco. The conceptual design includes plans for replacement of an existing facility (float and gangway) and a phased parking plan. The WETA Board adopted a Funding Agreement and Memorandum of Understanding with the Contra Costa Transportation Authority at its March 2015 meeting that funds the operation for a minimum period of 10 years.

The NEPA environmental review process was completed in October. The project was presented to the BCDC Design Review Board (DRB) in September. The BCDC DRB recommended advancing the project to the full BCDC commission. A Planning Application for the project was submitted to the City in October. Staff is coordinating with City of Richmond staff for review by the City's DRB. The project will be presented to the City DRB in February or March 2016. Staff is also coordinating with City staff to draft the lease agreement for the project. On December 10, the Board authorized release of a RFP for construction management services. Construction management services will assist staff by providing oversight and support during the pre-construction project development, project construction, and project closeout phases. The RFP is anticipated for release in Spring 2016.

Treasure Island Service – This project, which will be implemented by the Treasure Island Development Authority (TIDA), the San Francisco County Transportation Authority (acting in its capacity as the Treasure Island Mobility Management Authority) and the prospective developer,

will institute new ferry service to be operated by WETA between Treasure Island and downtown San Francisco in connection with the planned Treasure Island Development Project. The development agreement states that ferry operations would commence with the completion of the 50th residential unit.

WETA staff is working with City of San Francisco staff to support development of this project, including participating in regular meetings of the City's Technical Advisory Committee convened to update and further develop the Treasure Island Mobility Management Program, which will include new ferry service provided in conjunction with the development project. Staff has begun negotiation of a Memorandum of Understanding (MOU) with the City that would set forth the terms and conditions under which WETA would operate the future Treasure Island ferry service. The finalization and execution of an MOU for the Treasure Island service would be subject to consideration by the WETA Board.

Berkeley Environmental Studies – This service will provide an alternative transportation link between Berkeley and downtown San Francisco. Staff has coordinated with FTA staff to discuss the process for completion of the Final EIS/EIR. FTA has recently expressed that it will not be able to complete the NEPA process and issue a Record of Decision because a long-term operational funding source is not available for the service. Staff is assessing possible approaches to moving this project forward in 2016.

South San Francisco Service – The South San Francisco ferry service is currently in its fourth year of operation, with 483 average weekday boardings and 28 percent farebox recovery. Based on current Regional Measure 2 (RM2) performance criteria, ferry services must reach a level of 40% farebox recovery in the third year of operation. Services that do not meet that standard are asked to develop a Corrective Action Plan, identifying measures to achieve the desired performance level. The WETA Board adopted a South San Francisco Corrective Action Plan in September 2015 that identified ridership enhancement strategies along with cost reduction actions. In addition, the Corrective Action Plan proposed modifying RM2 performance requirements to be more reflective of actual experience concerning the ramp up period necessary to achieve a 40% farebox recovery rate and the need to view the ferry system as a comprehensive whole and not a collection of independent routes. At the request of Metropolitan Transportation Commission (MTC) staff, WETA recently sent a letter requesting these two modifications be made to the RM2 ferry program. Supporters of the South San Francisco service are also being asked to send letters supporting this proposed RM2 program modification to MTC in advance of the May 2016 Commission meeting. Staff will continue to work with MTC in support of receiving a change or variance in their policy for administering RM2 operating funds for this service.

SYSTEM STUDIES

2016 Short Range Transit Plan – WETA released a draft of its FY2015/16-2024/25 Short Range Transit Plan for public review and comment at the January board meeting. The comment period closes on February 19 with a scheduled consideration for final adoption by the WETA Board at its March 3, 2016 meeting. The Metropolitan Transportation Commission (MTC) requires each transit operator receiving federal transit funding to prepare, adopt, and submit a Short Range Transit Plan (SRTP) outlining its public transit services and related operating and capital costs and projects over a ten-year projection period. These plans are used to verify compliance with various federal requirements and to validate system capital rehabilitation and replacement projects and needs submitted for funding through separate MTC and Federal Transit Administration grant processes.

WETA Strategic Plan – WETA released its draft 20-year Strategic Plan at the January board meeting for public input. Like the SRTP, the Strategic Plan is posted on the WETA website and

will receive comments until February 19. The tentative schedule is for a March 2016 Board adoption. The Draft WETA Strategic Plan is the result of a planning process that began in March 2015 with an introductory Board workshop that provided agency and service background information and identified strategic areas for discussion. A second workshop in May 2015 reviewed and validated the Board-adopted mission and vision statements and provided an opportunity to consider new WETA policies related to service performance and expansion. Taking input from the Board, WETA staff spent the summer reaching out to stakeholders, sharing draft strategic plan policies and gaining valuable input for the eventual draft plan.

Alameda Terminals Access Study – Both ferry terminals in Alameda have experienced a surge in ridership beginning with the first BART strike in July 2013. As a result, parking at both terminals typically spills on to adjacent streets and informal parking lots. WETA initiated work on an Alameda Terminals Access Study in 2014 as a means to identify immediate, medium and long-term solutions to improve customer access to these terminals. As an outgrowth of this work, the City of Alameda Transportation Commission formed an Ad Hoc Subcommittee, made up of Transportation Commission members and City of Alameda, WETA and AC Transit and local community organization staff to investigate potential City improvements for ferry terminal access during the spring of 2015.

Initial work identified through the study outreach and taken up by the Ad Hoc Subcommittee focused on parking improvements to Harbor Bay terminal area and restoring AC Transit feeder bus service to Main Street terminal. The Ad Hoc Subcommittee and City adopted an overflow parking plan for the Harbor Bay Terminal in April 2015 that is in the process of being implemented by City staff. WETA staff spent a number of months working with the Ad Hoc Subcommittee and AC Transit staff in an effort to develop a new service route in Alameda that would, amongst other things, serve to restore feeder bus service to the Main Street terminal. This effort was ultimately not supported by the City Council, which voted at their February 2 meeting to support an alternative service route serving the northern waterfront instead.

In addition, WETA staff has worked with City staff since spring 2015 to open the Officer's Club parking lot as an overflow lot for the Main Street terminal. Construction of needed improvements, to be lead by City staff and funded by WETA, is scheduled to begin in March. In addition, installation of 12 bicycle lockers at the Main Street terminal -- funded through a grant from the Bay Area Air Quality Management District -- occurred on February 22. Staff will shift its focus to additional improvements that can be made related to alternative modes such as buses, shuttles, bicycles, and pedestrian improvements after the parking improvements are underway. Staff anticipates bringing forward the Access Plan and a discussion of the many ongoing work efforts in support of this plan in spring 2016.

Alameda Seaplane Lagoon Study - The City of Alameda has proposed a new ferry terminal located along Seaplane Lagoon on the former Naval Air Station at Alameda Point. Consistent with terms of the 2011 Transition Agreement executed between WETA and the City of Alameda, both parties have been working together to explore the viability of a new ferry service connecting Seaplane Lagoon and San Francisco over the past year.

Staff has been working with the City of Alameda on a draft a Memorandum of Understanding (MOU) that would set forth the terms and conditions under which a Seaplane Lagoon Ferry Service would be implemented, including construction of new facilities and the profile of service operations. Staff anticipates bringing an MOU to the WETA Board for consideration in the spring, after consideration and adoption by the Alameda City Council.

Mission Bay Ferry Terminal – The NBA Champion Golden State Warriors basketball team has identified a preferred arena site at the foot of 16th Street in the Mission Bay neighborhood of San

Francisco. A Mission Bay ferry terminal has been identified in both WETA and City of San Francisco planning documents as a potential future infrastructure investment but no significant planning or development work has been conducted to date and no funding exists to develop this as a terminal site. The Warriors and the City released an Environmental Impact Report for the proposed arena in early June, 2015, that does not consider a new ferry terminal or ferry service as a part of its project. Staff has been working with Port of San Francisco staff on an engineering feasibility and site selection study for a future Mission Bay ferry terminal. Release of the study is expected in the spring. Port staff are currently preparing to release a Request for Proposals for environmental clearance and preliminary design of a Mission Bay ferry terminal and have included this work in the Port of San Francisco's proposed FY 2016/17 Capital Budget.

Site Feasibility Studies – Site feasibility reports have been prepared in cooperation with the cities of Hercules, Martinez, Antioch, and Redwood City in an effort to identify site constraints and design requirements and better understand project feasibility and costs associated with development of terminals and services to these cities. The Contra Costa County Transportation Authority, as the county transportation planning and funding authority, has utilized this information to develop a Financial Feasibility of Contra Costa Ferry Service Report (completed June 2014) to assess the feasibility of implementing ferry services in the county. The report concludes that of the candidate ferry terminals in Contra Costa County, only the Richmond project is financially feasible at this time. Staff at the Port of Redwood City are currently working with their partners at the San Mateo County Transportation Authority to begin project development activities consistent with WETA's System Expansion Policy.

OTHER

CPUC Applications for New Ferry Operations – Two private ferry operators, PropSF and Tideline Marine Group, have recently applied to the Public Utilities Commission of the State of California (CPUC) for the authority to operate as scheduled vessel common carriers with flexible rates between points in various cities in the San Francisco Bay Area. WET A has commented on these applications and will continue to monitor the development of these new ferry services as they move through the CPUC and implementation process.

Emergency Response Activities Update – WETA's enabling legislation, SB 976 as amended by SB 1093, directs the agency to provide comprehensive water transportation and emergency coordination services for the Bay Area region. Staff is currently working on the following emergency response related activities:

> External and Internal Emergency Plan Updates: Navigating Preparedness Associates is currently under contract to assist staff with evaluating and updating existing emergency response plans and capabilities. The external WETA Emergency Response Plan (ERP) has been developed to guide the WETA's provision of emergency services in a catastrophic event (such as a major earthquake on the southern Hayward or San Andreas faults) that necessitates a Governor's Proclamation of Emergency and a Stafford Act Disaster Declaration. The WETA's internal Emergency Operations Plan is an appendix to the external plan and will address all other transportation incidents or required changes in service levels. Staff has solicited comments from key stakeholders integrally involved in the provision of emergency water transportation operations and conducted three separate outreach meetings including, a Plan Validation Workshop with 19 attendees from 14 different key stakeholder organizations, a meeting with the Cal OES Deputy Director, Coastal Region Administrator, and other staff, as well as an outreach meeting with transit agencies and emergency responders. An item to approve the Draft Final Emergency Response Plan is included in the agenda for this month's Board meeting.

Bay Ferry IV Regional Emergency Response Exercise: On January 20, Kevin Donnelly participated in the Bay Ferry IV Regional Emergency Response Full-Scale Exercise as an evaluator. Lauren Gularte also observed the exercise. The lead agencies responsible for the exercise were the Golden Gate Bridge Highway and Transportation District and the California Maritime Academy, Vallejo. The exercise involved more than 28 agencies with over 600 participants and took place in two separate locations (Treasure Island East Docks and surrounding waters and the San Francisco Bay Ferry Jack London Square Facility). Participating organizations represented Federal, State, Regional, County, and City Emergency Services, including the FBI, USCG, Department of Homeland Security, and California National Guard. Bay Area Passenger vessel operators were also well represented with Golden Gate Ferries, Blue and Gold Fleet, Hornblower Cruises, and the SS Potomac Society providing vessels and staff for the exercise. The scope of play for the exercise required the implementation of an incident response and unified command, supporting responders in the field to perform those actions associated with a possible maritime terrorism incident. The activities for the exercise were based on the guidance contained in the San Francisco Vessel Mutual Assistance Plan (SF V-MAP) and the San Francisco Maritime Security Plan. Specific areas of concentration for the exercise included incident command and control, interoperable communications, victim rescue, hazard identification, site security and crowd control, and device recovery and dispatch. The exercise proved to be a tremendous success. On February 19 a draft of the After Action Report /Improvement Plan was reviewed for final editing to ensure that all of the important elements and findings of this complex exercise are captured.

A short video of the Bay Ferry III exercise can be viewed at:

http://youtu.be/cx6T446q3Bw

Transportation Response Planning (TRP) Quarterly Steering Committee Meeting:
On January 14, Kevin Donnelly attended the quarterly TRP meeting in which the Draft of the After Action Report/Improvement Plan (AAR/IP) related to the Metropolitan Transportation Commission (MTC) table top exercise that took place in December was discussed. The purpose of the exercise was to evaluate regional coordination of transportation response actions immediately prior to and during a catastrophic El Nino storm scenario. The purpose of the AAR/IP is to analyze the exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvements, and support development of corrective actions. A final report/plan will be compiled based on the discussions.
Staff will participate as a member of the Exercise Design Team for the second 2016 MTC table top exercise to take place in May.

VEOCI: Staff is currently working to implement, VEOCI, a web-based, virtual EOC information and resource management system that will allow staff to access an online workspace for emergency management activities in the EOC and if they are unable to report to WETA's EOC or if they are in the field. VEOCI is anticipated to be used for:

- Staff notification
- Internal and External Communications
- Managing tasks and resources
- Document storage
- Compiling information for reports/situational awareness
- Reimbursement documentation

This system will be compatible with the State of California's web based resource management system, CalEOC and is expected to be complete in the fall.

Coast Guard Manning Requirements - In response to a 2015 U.S. Coast Guard (USCG) initiative, staff has been working closely with the USCG Inspections unit (San Francisco Sector) in 2015 to review and verify the current manning levels required on WETA's fleet of vessels. As a result of this work, the WETA vessels current manning levels remain in place; this is noted in the vessel files and on each vessel Certificate of Inspection. Staff is working with the Coast Guard to close out this matter.

KEY EXTERNAL OUTREACH/BUSINESS MEETINGS

On February 11, Kevin Donnelly attended the Harbor Safety Committee Meeting. Kevin's name will be submitted to be an alternate for the Ferry Operations Work Group.
On February 12, WETA staff and consultant hosted an outreach meeting on the Emergency Response Plan at the Port of San Francisco which was attended by first responder representatives and transit agencies.

On February 18, Ernest Sanchez attended the "Reimagine the Commute" in Foster City sponsored by Commute.org.

On February 18, Lauren Gularte, Keith Stahnke, Kevin Donnelly and Blue & Gold Fleet's Director of Engineering met with the Logistics Specialist for FEMA, Region IX to discuss WETA's fuel needs in an emergency.

On February 19, Lauren Gularte attended the Regional Business Outreach Committee meeting with special guest Lynette Little, the new Regional Civil Rights Officer for FTA Region IX.

On February 22, Nina Rannells attended the Clipper Executive Board meeting in Oakland.

On March 1, Lauren Gularte, Keith Stahnke and Kevin Donnelly will attend a conference call with the Senior Fuels Specialist and Emergency Coordinator for the California Energy Commission to discuss WETA fuel needs in an emergency.

OPERATIONS REPORT

Spring Service Schedules were implemented Monday February 29 and run through May 1, 2016.

Monthly Operating Statistics - The Monthly Operating Statistics Reports for January 2016 is provided as Attachment A.

Attachment A

Monthly Operating Statistics Report
January 2016

			Alameda/ Oakland	Harbor Bay	South San Francisco	Vallejo*	Systemwide
Boardings	*vs. last month*	Total Passengers January 2016	66,587	24,594	9,652	62,163	162,996
		Total Passengers December 2015	66,487	21,508	7,956	64,838	160,789
		Percent change	0.15%	14.35%	21.32%	-4.13%	1.37%
	vs. same month last year	Total Passengers January 2016	66,587	24,594	9,652	62,163	162,996
		Total Passengers January 2015	58,263	21,937	8,898	56,314	145,412
		Percent change	14.29%	12.11%	8.47%	10.39%	12.09%
	vs. prior FY to date	Total Passengers Current FY To Date	669,179	174,093	69,519	552,213	1,465,004
		Total Passengers Last FY To Date	523,856	145,777	58,597	494,525	1,222,755
		Percent change	27.74%	19.42%	18.64%	11.67%	19.81%
		Avg Weekday Ridership January 2016	2,538	1,230	483	2,589	6,840
Ops Stats		Passengers Per Hour	180	189	62	144	150
		Revenue Hours	370	130	155	432	1,087
		Revenue Miles	5,718	2,873	2,475	11,832	22,898
Fuel		Fuel Used (gallons)	42,935	15,143	19,665	104,410	182,153
		Avg Cost per gallon	$1.36	$1.36	$1.36	$1.58	$1.52

* *Vallejo ridership includes ferry + Route 200 bus passengers. January bus ridership totaled 5528.*

AGENDA ITEM 5b
MEETING March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Lynne Yu, Manager, Finance & Grants

SUBJECT: **Monthly Review of FY 2015/16 Financial Statements for Seven Months Ending January 31, 2016**

Recommendation
There is no recommendation associated with this informational item.

Summary
This report provides the attached FY 2015/16 Financial Statements for seven months ending January 31, 2016.

Operating Budget vs. Actual

	Prior Actual	Current Budget	Current Actual
Revenues - Year To Date:			
Fare Revenue	7,982,075	8,545,749	9,759,587
Local Bridge Toll Revenue	8,876,590	11,265,529	6,863,143
Other Revenue	500	334,899	141,627
Total Operating Revenues	**16,859,165**	**20,146,177**	**16,764,357**
Expenses - Year To Date:			
Planning & Administration	1,150,417	1,767,123	1,501,747
Ferry Services	15,708,747	18,379,054	15,262,610
Total Operatings Expenses	**16,859,165**	**20,146,177**	**16,764,357**
System-Wide Farebox Recovery %	**51%**	**46%**	**64%**

Capital Acutal and % of Total Budget

	YTD Actual	% of FY 2015/16 Budget
Revenues:		
Federal Funds	5,369,341	17.59%
State Funds	9,348,309	37.91%
Bridge Toll Revenues	5,394,835	42.74%
Other Local Funds	2,168,963	60.87%
Total Capital Revenues	**22,281,447**	**31.22%**
Expenses:		
Total Capital Expenses	**22,281,447**	**31.22%**

Fiscal Impact
There is no fiscal impact associated with this informational item.

END

San Francisco Bay Area Water Emergency Transportation Authority
FY 2015/16 Statement of Revenues and Expenses
For Seven Months Ending 1/31/2016

% of Year Elapsed 58.9%

		Year - To - Date			Budget	
	Current Month	FY2014/15 Actual	FY 2015/16 Budget	FY 2015/16 Actual	FY 2015/16 Total	% of Total
OPERATING EXPENSES						
PLANNING & GENERAL ADMIN:						
Wages and Fringe Benefits	158,676	726,703	888,274	759,335	1,508,000	50.4%
Services	64,962	377,962	876,493	721,369	1,488,000	48.5%
Materials and Supplies	1,298	4,297	16,493	7,424	28,000	26.5%
Utilities	1,532	6,021	13,548	11,450	23,000	49.8%
Insurance	-	18,335	13,548	-	23,000	0.0%
Miscellaneous	8,045	46,456	70,685	46,400	120,000	38.7%
Leases and Rentals	24,672	163,076	177,301	170,315	301,000	56.6%
Admin Overhead Expense Transfer	(42,495)	(192,433)	(289,219)	(214,546)	(491,000)	43.7%
Sub-Total Planning & Gen Admin	**216,691**	**1,150,417**	**1,767,123**	**1,501,747**	**3,000,000**	**50.1%**
FERRY OPERATIONS:						
Harbor Bay FerryService						
Purchased Transportation	149,942	814,535	1,076,355	916,699	1,827,300	50.2%
Fuel - Diesel & Urea	20,553	231,475	271,548	164,456	461,000	35.7%
Other Direct Operating Expenses	30,007	205,809	294,167	210,360	499,400	42.1%
Admin Overhead Expense Transfer	8,048	37,809	48,301	38,090	82,000	46.5%
Sub-Total Harbor Bay	**208,550**	**1,289,628**	**1,690,371**	**1,329,605**	**2,869,700**	**46.3%**
Farebox Recovery	***55%***	***50%***	***41%***	***60%***	***41%***	
Alameda/Oakland Ferry Service						
Purchased Transportation	458,061	3,163,565	3,453,165	3,323,648	5,862,350	56.7%
Fuel - Diesel & Urea	58,272	737,857	929,536	553,537	1,578,050	35.1%
Other Direct Operating Expenses	63,405	402,878	710,973	438,397	1,207,000	36.3%
Admin Overhead Expense Transfer	18,831	74,084	129,000	97,004	219,000	44.3%
Sub-Total Alameda/Oakland	**598,568**	**4,378,383**	**5,222,674**	**4,412,587**	**8,866,400**	**49.8%**
Farebox Recovery	***54%***	***54%***	***50%***	***67%***	***50%***	
Vallejo FerryService						
Purchased Transportation	820,071	5,041,135	5,446,021	5,566,210	9,245,570	60.2%
Fuel - Diesel & Urea	164,459	2,455,974	2,975,141	1,696,390	5,050,820	33.6%
Other Direct Operating Expenses	74,137	567,968	871,227	562,376	1,479,060	38.0%
Admin Overhead Expense Transfer	6,272	35,076	53,014	34,883	90,000	38.8%
Sub-Total Vallejo	**1,064,939**	**8,100,152**	**9,345,402**	**7,859,859**	**15,865,450**	**49.5%**
Farebox Recovery	***70%***	***57%***	***51%***	***70%***	***51%***	
South San Francisco FerryService						
Purchased Transportation	206,214	1,330,769	1,365,338	1,209,275	2,317,900	52.2%
Fuel - Diesel & Urea	26,689	324,354	372,568	208,857	632,500	33.0%
Other Direct Operating Expenses	30,659	239,998	323,796	197,857	549,700	36.0%
Admin Overhead Expense Transfer	9,344	45,464	58,904	44,570	100,000	44.6%
Sub-Total South San Francisco	**272,906**	**1,940,584**	**2,120,607**	**1,660,560**	**3,600,100**	**46.1%**
Farebox Recovery	***26%***	***20%***	***20%***	***28%***	***20%***	
Total Operating Expenses	**2,361,654**	**16,859,165**	**20,146,177**	**16,764,357**	**34,201,650**	**49.0%**
OPERATING REVENUES						
Fare Revenue	1,252,756	7,982,075	8,545,749	9,759,587	14,507,900	67.3%
Local - Bridge Toll	1,108,898	8,876,590	11,265,529	6,863,143	19,125,200	35.9%
Local - Alameda Tax & Assessment	-	-	334,899	-	568,550	0%
Local - Other Revenue	-	500	-	141,627	-	0%
Total Operating Revenues	**2,361,654**	**16,859,165**	**20,146,177**	**16,764,357**	**34,201,650**	**49.0%**

San Francisco Bay Area Water Emergency Transportation Authority
FY 2015/16 Statement of Revenues and Expenses
For Seven Months Ending 1/31/2016

Project Description	Current Month	Project Budget	Prior Years Actual	FY2015/16 Budget	FY2015/16 Actual	Future Year	% of Total Project Budget
CAPITAL EXPENSES							
FACILITIES:							
Maintenance and Operations Facilities							
North Bay Operations & Maintenance Facility	1,053,235	31,082,000	17,978,666	13,103,334	5,534,350	-	76%
Central Bay Operations & Maintenance Facility	63,807	45,600,000	3,182,898	14,317,102	675,296	28,100,000	8%
Float Rehabilitation/Replacement							
Regional Spare Float Replacement	40,252	3,862,000	1,457,429	2,404,571	1,702,688	-	82%
Replace Mooring Piles - Harbor Bay Float	977	450,000	-	450,000	285,299		
Terminal Improvement							
Electronic Bicycle Lockers	-	79,500	-	79,500	-	-	0%
Channel Dredging - Vallejo Ferry Terminal	1,777	1,900,000	57,854	1,842,146	1,519,992	-	83%
Terminal Access Improvement	-	250,000	-	250,000	60,851		24%
FERRY VESSELS:							
Major Component Rehabiliation / Replacement							
Vessel Engine Overhaul - Gemini Class Vessels	-	1,320,000	777,927	542,073	473	-	59%
Vessel Engine Overhaul - Taurus	-	300,000	-	300,000	96,971		32%
Selective Catalyst Reduction (SCR) System Overhaul	-	1,400,000	-	700,000	-	700,000	0%
Major Component & Waterject Rehab - Intintoli	191	2,860,000	-	2,860,000	535,059	-	19%
Major Component Rehabiliation - Solano	-	430,000		430,000			0%
Vessel Mid-Life Repower/Refurbishment							
Vessel Mid-Life Refurbishment - Peralta	33,672	5,260,000	3,373,932	1,886,068	50,021	-	65%
Vessel Quarter-Life Refurbishment - Gemini	11,403	2,400,000	-	2,400,000	138,235		6%
Vessel Expansion/Replacement							
Purchase Replacement Vessel - Express II & Encinal	5,118,166	33,951,000	3,227,001	17,086,999	10,401,302	13,637,000	40%
Purchase Replacement Vessel - Vallejo	5,293	21,052,000	387	4,999,613	7,934	16,052,000	0%
CAPITAL EQUIPMENT / OTHER:					-		
Purchase Heavy Duty Forklift	-	120,000	-	120,000	-	-	0%
Purchase Utility Vehicles	-	35,000	-	35,000	-	-	0%
SERVICE EXPANSION:							
Environmental Studies / Conceptual Design							
Berkeley Terminal - Environ/Concept Design	-	2,335,000	2,186,799	148,201	-	-	94%
Terminal/Berthing Expansion Construction							
Downtown Ferry Terminal Expansion - South Basin	94,735	79,580,000	3,269,602	4,180,398	983,816	72,130,000	5%
Richmond Ferry Terminal	35,223	17,062,500	791,931	1,240,569	282,048	15,030,000	6%
Expansion Ferry Vessels							
Richmond Ferry Vessels - 2 each	5,198	42,000,000	-	2,000,000	7,114	40,000,000	0%
Total Capital Expenses	**6,463,925**	**293,329,000**	**36,304,428**	**71,375,573**	**22,281,447**	**185,649,000**	
CAPITAL REVENUES							
Federal Funds	104,587	65,515,756	9,114,783	30,529,489	5,369,341	25,871,485	22%
State Funds	2,517,789	166,257,383	22,272,394	24,660,205	9,348,309	119,324,784	19%
Local - Bridge Toll	2,567,360	54,815,921	3,467,192	12,622,848	5,394,835	38,725,881	16%
Local - Alameda Sales Tax Measure B / BB	1,273,994	5,139,940	1,450,059	2,323,031	2,111,902	1,366,850	69%
Local - Alameda TIF / LLAD	196	450,000	-	90,000	57,061	360,000	13%
Local - San Francisco Sales Tax Prop K	-	1,100,000	-	1,100,000	-	-	0%
Local - Transportation Funds for Clean Air	-	50,000	-	50,000	-	-	0%
Total Capital Revenues	**6,463,925**	**293,329,000**	**36,304,428**	**71,375,573**	**22,281,447**	**185,649,000**	

AGENDA ITEM 5c
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Peter Friedmann, WETA Federal Legislative Representative**
Ray Bucheger, WETA Federal Legislative Representative

SUBJECT: **WETA Federal Legislative Board Report – February 24, 2016**

This report is divided into two sections:

1. FTA Unilaterally Changes Target for Ferry Grant Program
2. Notice of Funding Availability for Port Security Grant Program Issued

FTA Unilaterally Changes Target for Ferry Grant Program

We are continuing to wait for the Federal Transit Administration (FTA) to decide on WETA's grant application for $4 million for the Downtown San Francisco Ferry Terminal Expansion project from the ferry grant program. While it is not clear when the agency will announce grant recipients, we do know this: despite assurances last year from FTA staff that the agency would not combine multiple fiscal years in the same grant announcement, we have word that the agency is doing just that: combining FY15 and FY16 funds despite having only asked for applications for the $30 million available in FY15. This also happened with FY13 and FY14 funds. While the agency originally sought applications only for the $30 million available in FY13, the process of evaluating the FY13 grant applications took so long that the agency decided to combine FY13 money with FY14 money, distributing $60 million to a group of applicants that submitted applications while believing they were only seeking $30 million. While it is fortunate that we decided to pursue a $4 million grant request (we only sought $3 million in FY13), it is disappointing that the agency has decided to move forward in this way.

We also expect FTA to issue a Notice of Funding Availability (NOFA) for FY17 funding this spring. While we expect the NOFA to indicate funding is only available for FY17, we will discuss with WETA staff the merits of presuming the agency will ultimately combine the $30 million available for FY17 with the $30 million available for FY18 (effectively making $60 million available), and with that in mind, request multiple projects, or seek an even higher level of funding for a single project.

Notice of Funding Availability for Port Security Grant Program Issued

FEMA has issued a Notice of Funding Availability (NOFA) for the Port Security Grant Program (PSGP), alerting potential applicants that $100 million is available for FY16. The NOFA provides some direction on how the agency intends to utilize PSGP funds this year.

According to the NOFA:

FY 2016 PSGP funds are intended to improve port-wide maritime security risk management; enhance maritime domain awareness; support maritime security training and exercises; and maintain or reestablish maritime security mitigation protocols that support port recovery and resiliency capabilities. PSGP investments must address U.S. Coast Guard (USCG)-identified vulnerabilities in port security and support the prevention, protection, response, and recovery from attacks involving improvised explosive devices (IED) and other non-conventional weapons.

Applications are due April 25. WETA has applied for and received Port Security Grant Program funding in the past.

END

AGENDA ITEM 6a
MEETING: March 3, 2016

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY
MINUTES OF THE BOARD OF DIRECTORS MEETING

(February 11, 2016)

The Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority met in regular session at the WETA offices at 9 Pier, Suite 111, San Francisco, CA.

1. CALL TO ORDER – BOARD CHAIR

Chair Jody Breckenridge called the meeting to order at 1:07 p.m.

2. PLEDGE OF ALLEGIANCE AND ROLL CALL

Chair Breckenridge led the Pledge of Allegiance. Other directors present were Vice Chair Jim Wunderman, Director Jeffrey DelBono, Director Timothy Donovan and Director Anthony Intintoli.

3. REPORT OF BOARD CHAIR

Chair Breckenridge welcomed Directors, staff and guests to the meeting and noted that there was a closed session planned for the meeting under Agenda Item 11. She said that because of this, and the fact that so many guests were present who she knew wanted to speak to non-agenda items, she proposed moving the Open Time for Public Comments for Non-Agenda Items period up on the Agenda from Item 13, at the end of the meeting, to Item 7 before the closed session, so speakers could then leave the meeting if they so desired. There were no objections to this change and the Agenda items were reordered to support the suggestion.

Chair Breckenridge said she had been spending a lot of time since the last Board meeting engaging five different people in the industry in the classification society to learn about new technologies. She said her objective in doing so was to garner a better understanding of new vessel propulsion technologies, terminology of these technologies, and their contextual relationships to real world applications. She added that it was important to understand what, if any, tradeoffs might apply when considering these alternatives, and said she had repeatedly been pointed to the experts at the Elliott Bay Design Group (EBDG) as the best equipped and experienced to provide the Directors with an informational presentation that they would see later in the meeting from one of EBDG's Senior Engineers. She further noted that staff had already engaged EBDG prior to her recommendation.

Chair Breckenridge said she had also been involved in a cybersecurity evaluation as part of her service on another organization's board. She said cybersecurity was a real issue across all industries and that strong policies on code of conduct in the workplace were necessary. She noted that staff would be bringing an item to the Board in the near future on that topic to assure WETA had a robust policy in place.

Chair Breckenridge also explained that she had previously discussed with staff the subject of industry days. She said these important and useful outreach opportunities provided networking with industry professionals as well as introductions to emerging technologies and new ideas in the fields of ferry and passenger vessels. She added that they were already an important part of staff's information gathering and she wanted to assure Directors had the same opportunities as staff to learn more. Chair Breckenridge said she had asked staff to look into connecting the Board with these events and opportunities.

4. REPORTS OF DIRECTORS

Vice Chair Wunderman thanked Chair Breckenridge and said he agreed it was very important that WETA assured it was protected with a strong cybersecurity plan in place. He said there was national focus on the issue because it was a real threat to our country. Vice Chair Wunderman added that he was a part-time faculty member at the University of California and, in that capacity, was currently working to pass a cybersecurity process. He said it was a layperson's level program that provided good insights into cybersecurity threat scenarios, and he found it to be a very interesting process which he would be happy to share.

Vice Chair Wunderman apologized that he had been unable to attend the January Board meeting and noted that in his absence, he had sent a letter to Ms. Rannells and the Directors about the Strategic Plan. He said the reason he joined the WETA Board reflected the same reason the Bay Area Council had been involved in creating the Water Transportation Authority two decades ago - and subsequently in the creation of the Water Emergency Transportation Authority - which was to see that a robust water transportation system in the Bay Area was created and fostered. He said he was not personally involved in the big community process that had taken place to create the agency, but everyone knew the objective would not be easy to attain. Vice Chair Wunderman added that the expectation back then had been that WTA would be able to stand up for its goals more successfully as an independent agency and right now WETA, in its Strategic Plan process, had the opportunity to create a visionary and bold statement. He said Directors needed to forget about where the money was going to come from and instead focus on the potential of the system, where the agency wanted to go and how it was going to get there.

Vice Chair Wunderman said the Board needed to think big and present those ideas to the public. He said he was only one Board member but he felt strongly that the agency needed to be its own advocate. He said the Board should be fighting against places that don't want service, not the other way around, and it was possible those places wouldn't fight back. He added that WETA needed to be pursuing big plans for the future and said he planned to offer the Board some resolutions with the objective of putting more thought into the Plan, getting more stakeholder input, and extending the deadline for its completion.

Vice Chair Wunderman said he supported Director DelBono's suggestion at the last meeting of holding future Board meetings at various venues around the Bay Area and said that future meetings needed to accommodate more people than was possible at the WETA Pier 9 office. He added that with the number of people in attendance who wanted to share feedback on the Strategic Plan that he was concerned about the published feedback deadline and said attendees were concerned they would not have future opportunities to comment on the Plan.

Chair Breckenridge said all input on the Plan was welcome, but that the Plan was not on the Agenda as a discussion item in this meeting. She said that while the March deadline to receive input on the Plan was real, based on the input received by the deadline the Board would subsequently decide what made best sense for a concrete timeline to produce the final version of the Plan. She said that discussion would be an official item on the March meeting agenda and she reminded Directors that while staff had done considerable work on the Plan already, it was ultimately the Board's responsibility to create the vision and the content of the final, published Strategic Plan.

Vice Chair Wunderman thanked staff for their work in accommodating the surge in ridership during the recent Super Bowl 50 festivities. He said he received really favorable comments on the work that was done in the midst of so many road and street closures and general disruption.

Director Intintoli said he agreed with Vice Chair's bold vision objectives idea but he also had concerns about WETA's financial situation. He said he hoped the Plan's final vision and the reality of funding

streams could be married to create success instead of failure, and explained that he was particularly concerned that the money in reserves at this time was only enough to provide current service levels for about two months. He said operational funding was crucial to success and he hoped staff and the Board would be able to identify new sources of revenue to support a bold and expanded vision. He further noted that securing capital funding for service expansion had not been nearly the challenge that finding operational funding had, and cautioned that it was lack of operational funding that would pose the biggest threat to the ongoing operation of the services.

Director Donovan said he agreed with the other Directors and believed the Board was on the right track in the Plan process. He said involving the public was really important. He said he did have other comments which he would hold until the March meeting when the item would be on the meeting agenda.

Director DelBono said he had received many phone calls about the Plan from riders and others, such as people from the City of Alameda with whom he planned to meet monthly to share updates on Alameda projects' progress. He said he had been asking people to put their thoughts and comments on paper and send to the staff and Board. Director DelBono said he agreed with both Vice Chair Wunderman and Director Intintoli on their Plan ideas and concerns, and added that figuring out how service would be paid for was crucial to assure success of the Plan.

Director DelBono reiterated his interest in holding WETA Board meetings in the city of Alameda and said Ms. Rannells had agreed to send staff to some of the community groups seeking more information. He said he had learned of the City of Alameda's and AC Transit's recent decision to not add a bus route to serve the Alameda Main Street Ferry Terminal. He further noted that the parking situation was so challenging that a solution had to be found soon, even if that meant charging for parking.

Director DelBono asked how to get an item added to the Board meeting agenda. He said he had received Brown Act procedure training and would appreciate a review by counsel and Directors on the process. Chair Breckenridge said she and counsel would be happy to review that process for Directors.

5. REPORTS OF STAFF

Ms. Rannells referred the Board to her written report and said she wanted to mention two projects in Alameda in particular that were related to terminal access and parking which she knew had been an ongoing challenge for riders in Alameda. Ms. Rannells noted that staff had been working with City staff to open the Officer's Club parking lot as an overflow lot for the Alameda Main Street terminal. She said the land at the terminal belonged to the City which had accepted WETA's offers to make improvements for increased safety in and around the lot with the objective of being able to lease it for ferry rider parking. She further explained that the work for that project was to be awarded by the City Council later in the week, and this was a great success for WETA riders that had been in the works for a long time. Ms. Rannells also said that twenty new bicycle lockers were also being installed at the Alameda Main Street Terminal in the next few weeks, another project that had been in the works by WETA Planners for quite some time.

Chair Breckenridge explained that the Alameda City Council made the decision to not route an AC Transit bus to the terminal based on their own bus routing study, and said that they have a lot more on their plate than just concerns about WETA's ferry riders. She asked if there were any other options to explore that might help mitigate parking concerns in Alameda. Manager of Planning and Development Kevin Connolly explained that there was a very large dog park next to the current terminal parking lot which could potentially be relocated to open up that land for additional parking. He said as far as terminal access via bus service, AC Transit was unlikely to offer any service in the short term after the recent City Council decision. Mr. Connolly added that the City of Alameda was currently engaged in creating a transportation master plan for which they had received many contributions from developers

for things like shuttles. He said this was their effort to look at their transportation challenges rationally, and that WETA staff was involved in that process and would be meeting with City staff regularly.

Chair Breckenridge asked how many additional cars would fit in the new Officer's lot and said she had particular concern about ferry rider cars spilling out into the surrounding residential streets. Mr. Connolly said that currently, there were approximately 700 cars being parked at or near the terminal each day and the main lot had spaces for just 324 cars. With the addition of the new Officer's Club lot, he added, an additional 140 spaces would be opened up which would be used immediately with the shift of cars currently being parked in the ad hoc dirt lots near the main terminal to the new spaces.

Director DelBono said access to the Alameda Main Street Terminal was not safe. Mr. Connolly said that one of WETA's contributions to the Officer's Club lot was to put in a crosswalk for pedestrians to safely access the terminal.

Vice Chair Wunderman asked if staff had engaged Lyft and Uber to create a round trip ride – to and then from the ferry terminals – with one charge as a ride package solution with a single fare? He said doing so would alleviate riders from having to bring their cars to the terminals. Vice Chair Wunderman noted that these companies were perpetually coming up with new ideas to address these sorts of problems and said he was currently working with the Bay Area Council on getting a round trip ride through these companies to and from the train stations to help mitigate train riders' access challenges. Mr. Connolly said there were a number of other ride sharing companies who had proposed the idea, and that it was already happening organically at the terminals.
Director DelBono asked if Alameda's local cab services had been made aware of the opportunities at the terminals. Mr. Connolly said staff could do a better job getting the word out to those folks, and Chair Breckenridge said the parking challenges in Alameda needed to remain on the radar for all possible creative solution considerations.

Ms. Rannells introduced Manager of Public Information and Marketing Ernest Sanchez to provide a recap of service demand and performance during the Super Bowl 50 week long events. Mr. Sanchez thanked Vice Chair Wunderman for his positive comments about WETA service during the festivities and said WETA had transported approximately 68,800 passengers during the nine days in question which was an 81 percent increase over regular service in an average nine day period. Mr. Sanchez said Port of San Francisco staff was extremely helpful, especially during the protest that took place on Wednesday, February 3, in helping to assure riders were able to access their ferry terminals and Vallejo buses. Mr. Sanchez further noted that Blue & Gold Fleet staff did a wonderful and efficient job in assisting riders.

Manager of Operations Keith Stahnke said that during the nine day period there had not been a single report of any trips, falls or injuries on any of the vessels or at any of the terminals and he commended the Blue & Gold staff for their efforts that contributed to the safe operations.

Chair Breckenridge asked if there had yet been any significant feedback on the Emergency Response Plan Draft that had been shared with key stakeholders. Ms. Rannells said she had received written comments from the California Governor's Office of Emergency Services (CalOES) which were easy to address. She said she and staff were continuing their outreach activities and had had a very productive and positive meeting with the Chief Deputy Director of CalOES and staff at their offices in Mather the prior week.

Director Intintoli asked if, per the provided financial reports, ridership was at an all-time high and fuel prices had been dropping, why expenses and income were the same. Ms. Rannells explained that the bridge toll revenue that WETA received to subsidize service was in an amount that was exactly enough to meet its income and expenditure gaps as a reimbursement of costs. Director Intintoli asked if funds

were not available to support service with fare revenues, whether the bridge toll funding would cover the service costs. Ms. Rannells said it would, but only up to the point of the funding stream's cap. She further noted that the funding cap never changed and Director Intintoli said that was problematic.

Vice Chair Wunderman said the financial reporting indicated that revenue and expenses were the same amount to the dollar and asked how budgeting was done to achieve this. Ms. Rannells reiterated that the fare revenue and cost gaps were closed with reimbursement funding. She introduced Manager of Finance and Grants Lynne Yu who further explained that Regional Measure 2 funding provided the difference between fare revenue and expenses to the penny and up to its cap of $15.3 million for services and $3 million for the administration of those services.

Ms. Rannells introduced Barry Broad of Broad and Gusman to provide status updates on his efforts on behalf of WETA in Sacramento at the state Capitol. Mr. Broad said that two bills very strongly supported by WETA last year had been successfully signed by the Governor and those two cap-and-trade bills now allowed ferry systems to receive cap-and-trade funding if qualified. He said the determining factors on whether WETA would qualify for the funding were related to how clean ferry vessel engines were for one bill, and how closely its service was tied to rail projects for the other.

Mr. Broad further reported that this year the new legislative session began in January with a deadline for new legislation of March 19. He said the obvious objective at this time was Regional Measure 3 (RM3) and while everyone seemed to be on board with the need for a new bridge toll funding measure, a bill for it would most likely not make it to the ballot until 2018. He said a transit coalition made up of various organizations would be working this year to secure some of the cap-and-trade funding, an increasing source of revenue, to supplement state transit assistance that can be directed to operations, and added that this money was formulated by region. He explained that the many, varied agencies pursuing this funding were in competition with high speed rail, and the likelihood that WETA would be able to secure any of those funds was low but not impossible and worth trying to secure.

Mr. Broad said the general state of the budget, with Proposition 30 money that had increased taxes and was coming to an end, was an anticipated budget shortfall. He explained that the country was presently in its longest economic recovery in American history and that the general understanding was that it was due for a recession which would eventually occur. He said the hope was that when it did it would be mild but that remained an unknown. He added that while revenue continued to come in at higher levels, many of the governmental programs that had been in place prior to the last recession had never been restored or fully restored, and that government was hit the hardest during times of recession because the symptoms and results were delayed with revenue from taxes delayed. Mr. Broad said the Governor was pulling back on spending for the looming rainy day.

Chair Breckenridge said that the traditional modes of funding for ferries and transportation in general were all on lifeline modes and the time was now to explore and pursue alternative funding opportunities. Mr. Broad agreed and said if Directors were to set aside a day – sometime before the deadline of next fall – to brainstorm and identify new sources of funding, he would be happy to support and pursue them in Sacramento. Director Wunderman said a special session would be coming up that would be addressing things like much needed road repairs and asked what WETA's authority was to get funding measures onto the ballot.

WETA legal counsel Stanley Taylor of Nossaman said WETA's authority was that generally, WETA was able to seek revenue but it was unlikely that it had the authority to put property or parcel tax measures on the ballot but he could confirm this. He said he was certain that WETA did have the authority to propose revenue bonds which would not increase funding streams but would accelerate how quickly funding was delivered to WETA. Vice Chair Wunderman asked if WETA could be granted, by legislative act, the authority to slice and dice regional lines to better support its services. Mr. Broad said

brainstorming by Directors for outside the box funding opportunities was an important process and he was prepared to consider and present anything they wanted to pursue. Chair Breckenridge reiterated that part of the strategic planning process was to throw all of the ideas out there and figure out what could work and might be feasible.

Vice Chair Wunderman said there were several legislators in the Bay Area who very much wanted to support the ferry system. He asked if it would be possible to submit a placeholder for a general ferry funding bill without any specifics initially. Mr. Broad said that was called a Spot Bill and it was possible to do, but at this point the timing didn't make sense, further noting that 2016 was the second year of the current session and that a two year bill had to be submitted in the first year. Mr. Broad said the deadline was fall with an objective of having something together by September or October by the latest, and that staying within the normal deadlines for bills would more likely assure success. He added that if WETA got something on the ballot and lost, it would be much more difficult to raise the issue again successfully. Director Donovan said it would also be important to consider what a loss would mean for established and reliable current funding streams.

6. CONSENT CALENDAR

Director DelBono made a motion to approve the consent calendar which included:

a) Board Meeting Minutes – January 14, 2016
b) Authorize Actions Related to Grant Funds Available from the Low Carbon Transit Operations Programs
c) Authorize Submission of an Allocation Request to the California Department of Transportation for FY 2015/16 Low Carbon Transit Operations Program Grant Funds

PUBLIC COMMENT

President of Wind+Wing Technologies, Adventure Cat Sailing Charters and Meyers Water Company Jay Gardner said WETA would be subject to auditing of greenhouse gases if it received LCTOP funding. He reminded the Board that he had spoken on greenhouse gases at the last Board meeting. Mr. Gardner said he wanted to know what WETA's plan was to reduce greenhouse gases.

Director Intintoli seconded the motion and the consent calendar carried unanimously.

Yeas: Breckenridge, DelBono, Donovan, Intintoli, Wunderman. Nays: None.

7. OPEN TIME FOR PUBLIC COMMENTS FOR NON-AGENDA ITEMS

PUBLIC COMMENT

Golden State Warriors Director of Public Affairs Theo Ellington said he wanted to advocate for ferry service in Mission Bay where the Warriors will be moving to 16th and 3rd Streets. He said the Warriors were looking to create a new destination in San Francisco and were participating in numerous public meetings where they had received unanimous approvals across the board. He said there was huge support for ferry service in Mission Bay and that the project had been pushed back to the 2019-2020 season which would allow time to strategize. He added that there were plans to hold more than 230 events annually at Mission Bay. Mr. Ellington said that the completion of the Warriors project would trigger development of a 5-1/2 acre park there and that he would be happy to write letters or do whatever was necessary to help assure ferry service would be in place for the new development.

PUBLIC COMMENT

Port of Redwood City Commissioner Lorianna Kastrop said she was a volunteer who had been appointed by the City Council who had regularly attended meetings to support ferry service in Redwood City which had set aside $15 million for it through Measure A tax revenue. She said not including Redwood City in the WETA Strategic or Short Range Strategic Plans was missing the boat. She added

that a Plan for a Redwood City ferry terminal absolutely had to be in the Strategic Plan for WETA to be able to seek operational funding and that was a fact because that was how Silicon Valley worked. She added that Redwood City employers were ready to talk and said Google and Facebook were already filling transportation needs by funding their shuttle buses. Ms. Kastrop said Facebook and Google employees liked and wanted ferry service and Facebook was already running ferries for its employees. She added that Stanford already had plans to add thousands of employees to thirteen buildings five minutes away from the Port of Redwood City.

Ms. Kastrop further noted that the Redwood City terminal site was already dredged, that there would be little environmental impact of a regular ferry service, and that the land was already set aside for a ferry landing site. She cautioned that if a facilities plan was not put into place immediately, a golden opportunity would be lost because the land had to be used right now. Ms. Kastrop asked that a Redwood City terminal be included in WETA's Short Range and Strategic Plans now. She further explained that the City would be geographically cut off from San Francisco and the East Bay from first responders and emergency supplies in the event of a disaster, and said the Port of Redwood City already had a multi-agency interagency operational center specifically for emergency services that would be opening in the next few months.

PUBLIC COMMENT

Port of Redwood City Executive Director Mike Giari said that in moving ahead with the two WETA Plans there needed to be a new ridership survey done because the last one had been done in the middle of a deep economic recession. He said that survey was very likely not an accurate reflection of what ridership in Redwood City would look like today. Additionally, he said WETA needed to go out and talk with the South Bay employers to find out what lessons they had learned in their experiences with private passenger vessel services in the last two and half years that were still in use today.

PUBLIC COMMENT

Representing Berkeley ferry riders, Bruce Lockey said he was born in Vancouver – the home of the SeaBus - and that public transportation was his hobby and passion with ferry service at the top of the list. Mr. Lockey said he had lived in Berkeley for the last 18 years and had previously sent in a letter to the Board about his Berkeley ferry interest. He said the pier was still in place with pilings for a Berkeley ferry, and in the past there had been service to the inner Marina using smaller boats. He said smaller boats with higher frequency could be used again today. Mr. Lockey said there was an AC Transit bus that ran to the ferry site and the Amtrak station already, and it would be easy to add service to BART as well.

Chair Breckenridge said she did not recall the details of Mr. Lockey's letter but that she would check with staff to find it so she could review. She added that she would have someone talk with Mr. Lockey about Berkeley after the meeting because staff had been working on the Berkeley ferry service possibility for a long time.

PUBLIC COMMENT

Harbor Bay resident and board member of the Headlands Homeowners Association Chad Otten said he was very concerned about the issues created by the lack of adequate parking for ferry riders at the Harbor Bay terminal. Mr. Otten explained that the ridership was up 400-500 riders in the last few years and that as a commercial real estate developer he understood the issue related to the only real long term parking solution at this point was property taxes and zoning. He said the Harbor Bay Business Park was never supposed to be mixed up with the residential properties, and ferry riders were now regularly parking on residential streets which were not developed for public parking. Mr. Otten said the time was now to address and resolve the parking problem at Harbor Bay. He added that more town hall meetings needed to take place and that there was confusion about whether the City of Alameda or WETA was responsible for addressing the parking situation.

Director DelBono said there was a meeting planned for 7 p.m. in Alameda Council chambers that residents were encouraged to attend on April 7 and that WETA staff would be attending a Wednesday meeting in March of the Democratic Club at the hospital. Director DelBono agreed that action was needed on this concern sooner rather than later.

PUBLIC COMMENT
Mr. Otten added that the plan for adding the new parking spaces was not adequate and that no shelter for riders queuing up for their departure was causing people to have to stand in the rain on rainy days. He suggested removing benches from the terminal to accommodate more people which if done, he realized, might increase ridership and create additional capacity problems but would make people happier. He said some of the canvases used for shelter at the terminal were torn and should be repaired or replaced.

Director DelBono said a City of Alameda representative was present at the meeting and would take the information he shared back to the City with her.

PUBLIC COMMENT
Bay Area native and President of the Columbia Homeowners Association (HOA) at Harbor Bay Steve Cvitanovic said there were 227 houses in the Columbia HOA and that the residents loved the ferry. He said he felt the ferry service was a huge asset to the development but that the growing pains of the service needed to be addressed. Mr. Cvitanovic shared a map showing where ferry riders were parking, and noted that there was a park on Adelphian Way which was never intended to be used for public parking which was regularly used for parking now by ferry riders. He explained that riders were parking in front of residents' houses, blocking the mailboxes, roads and delivery drivers. Mr. Cvitanovic said he and other members of the Columbia HOA could no longer subsidize WETA's ferry operations and that there needed to be a plan. He said there was a piece of land adjacent to the terminal which WETA needed to acquire immediately for parking purposes. Mr. Cvitanovic said there was absolutely no way service should be expanded without first addressing current ridership capacity challenges and that the adjacent land should be purchased for fair market value and if the owner was not willing to sell it for that, then others should get involved to assure the sale to WETA to be used for parking. Mr. Cvitanovic also shared a hard copy of an email he had sent earlier to the Board.

PUBLIC COMMENT
Harbor Bay resident Tom Krysiak said he wanted to echo what Mr. Cvitanovic had just said because he shared the same concerns about the parking overflow situation. He said he had tried to reach the Board but could not find any email addresses for the Directors. He said people were frustrated and angry about the situation.

PUBLIC COMMENT
Alameda Point Redevelopment Project Manager Michelle Giles said City of Alameda staff was planning to attend WETA Board meetings regularly. She said she wanted to thank WETA staff for their accessibility and cooperation on behalf of the City of Alameda and all ferry riders in efforts to address concerns such as the terminal parking capacity challenges. Ms. Giles said the City would very much love to host WETA staff and Directors for meetings in Alameda. She said the City would also be happy to arrange tours for staff or Directors.

Chair Breckenridge said there was an item on the agenda to confirm a meeting in Alameda in April.

PUBLIC COMMENT
Redwood City Councilmember and Water Transit Advocates of San Mateo Vice President Diane Howard said that in the mid-1990s she had been appointed by the Governor's office, as Mayor of the

city at the time, to sit on a blue ribbon water transit task force. She said Redwood City at the time had been identified as a possible viable solution for water transit service in the future. She added that while on that task force, she met Vice Chair Wunderman, Russell Hancock, and Sunne McPeak who had developed the plan. Ms. Howard further explained that the Water Transit Advocates group was comprised of elected officials and businesspeople who were very interested in water transit service for the South Bay. She said WETA staff regularly attended their quarterly meetings to share updates on its work. She said that today she was speaking on behalf of a Redwood City that had changed quite a bit since the mid-1990s, noting that there were 80,000 people living in Redwood City today, a city that now also had 80,000 jobs. Ms. Howard said her hope was that WETA would be working with the employers and city residents to figure out a way to get water transit in Redwood City and added that WETA should capitalize on the letter E for Emergency to solicit funding sources. She said hopefully WETA's Emergency response capabilities would never have to be utilized but that seeking funding on that premise was the way to go.

Vice Chair Wunderman referred to the January Board meeting minutes and asked what was meant by the SRTP being a "fiscally restrained" Plan. Chair Breckenridge explained that the Plan was a Federal Government and MTC mandated accountability document that had to reflect those projects and services for which WETA had already secured funding. She said projects in the Plan had to already be in the works. Vice Chair Wunderman asked if, since the Plan was submitted every few years, it would be possible to include Redwood City once funding was fully secured, even if it was not included in the initial Plan submission. Vice Chair Breckenridge said yes, and that WETA had to resubmit the Plan every two to three years and could include it at any time. Ms. Rannells said it was also possible to include it as an addendum to the Plan.

Chair Breckenridge said she fully understood the concern of people not seeing their city's ferry service included in the initial Plan. She emphasized that all projects for which funding was fully secured going forward would be added to the Plan and would appear in all subsequent submissions to MTC. For example, she explained, there were a number of projects in the most recent Plan that did not appear in the Plan submitted just a few years ago.

Director DelBono asked if it would be possible to get a report from staff on what solutions had been explored to address the parking concerns at the Harbor Bay Terminal at the April meeting he hoped would be approved to be held in Alameda in April. He said he would hate to begin losing riders because of the parking problems. Director Intintoli said Vallejo had experienced very similar problems with parking at the Vallejo Terminal when the ferry service was growing. He said the solution had been for the City to build a parking structure on land the City acquired. He suggested that the City of Alameda talk with the City of Vallejo about that experience and solution which had been working very efficiently and still in use today.

Vice Chair Wunderman said he thought it would be very useful to also hold meetings in Redwood City, and that he would like to hear capacity concerns from Redwood City residents in the near future the same way he was hearing about the problems in Alameda today. Director Intintoli said that would be a great idea if the subject to discuss at the meeting was that WETA had been able to identify funding for a Redwood City ferry service. He added that the focus at this time should be finding the money for the service so discussions could proceed to make it happen. Director Intintoli cautioned that making promises it was impossible to keep was not a good idea and he reminded the Board that he had direct experience with establishing ferry service during his tenure as Mayor in Vallejo, and it had not been an easy, fast or inexpensive process. He added that while it may not seem like a lot of money was needed when compared to what was required for roads and trains, it still cost $18 plus million for each boat, tens of millions of dollars of capital investment in a terminal infrastructure, and then millions of dollars each year to operate the boats. He said the absolute worst case scenario would be to build a terminal, buy a

boat, and then have insufficient funds to run the service. Director Intintoli added that a lot of money had already been spent on surveys and environmental studies in Redwood City.

Director Intintoli said he hoped that the excitement and enthusiasm of the Board for service expansion would soon be matched for identifying sources of funding for that service expansion, both on the capital and operational fronts, both of which were required for expansion success. He emphasized that everyone wanted more service and that was not in dispute but he cautioned that money was the issue that needed Directors' focus to address the concerns about Redwood City.

Vice Chair Wunderman said he disagreed, and that there was money sitting in an account right now for a terminal in a region that had an incredible employment base presently being underserved by a transportation and highway system that was already over capacity. He said he agreed with Director Intintoli that WETA should never promise anything it was not able to deliver but he wanted to solve the Redwood City needs as soon as possible. He said WETA should do whatever it took to make it happen and said he was happy to do the asking to facilitate the service. He added that there were already employers there running a ferry service, and WETA needed to move this service forward.

Chair Breckenridge said that a specific location for Redwood City service was not on the agenda for the meeting today and that she appreciated having all of the Plan feedback that had been shared thus far from Redwood City attendees. She said future meetings were going to be taking place in other locations and that the Board would be hearing more on the topic in the near future. Director DelBono reminded the Board that the next meeting– in March –would be focused on the Plans.

Chair Breckenridge said the long term Strategic Plan was not resource constrained, and was not specific to expansion for a single location.

Director Donovan asked that staff address the concerns shared about shelter coverings at the Harbor Bay Terminal.

Chair Breckenridge called the meeting into closed session at 2:55 p.m.

8. REPORT OF ACTIVITY IN CLOSED SESSION

Upon reopening of the meeting at 4:01 p.m. Chair Breckenridge reported that during the closed session, Director Intintoli had made a motion to authorize WETA legal counsel to file responses to PropSF and Tideline applications to the California Public Utilities Commission.

Vice Chair Wunderman had seconded the motion and the action had carried.

Yeas: Breckenridge, Intintoli, Wunderman. Nays: None. Abstentions: DelBono, Donovan.

9. APPROVE CONTRACT AWARD TO MARINE GROUP BOAT WORKS FOR FERRY VESSEL QUARTER LIFE REFURBISHMENT PROJECT

Mr. Stahnke presented this item's recommendations:

- Approve contract award to Marine Group Boat Works for the Gemini Quarter Life Refurbishment Project in an amount not to exceed $3,325,000 and authorize the Executive Director to negotiate and execute an agreement and take any other related actions as may be necessary to support this work.
- Authorize a project budget increase in the amount of $1,107,000 to support the contract award.

Director DelBono made a motion to approve the item. Director Intintoli seconded the motion and the item carried unanimously.

Yeas: Breckenridge, DelBono, Donovan, Intintoli. Nays: None. Absent: Wunderman.

10. APPROVE 2016 SPECIAL EVENT FARE PROGRAM

Senior Planner Mike Gougherty presented this item to approve the 2016 Special Event Fare Program holding fares at the same rates established in 2015.

Director DelBono asked if the fares were one-way or round trip tickets. Mr. Gougherty said the tickets were sold as one-way tickets and confirmed that the weekend game tickets historically had regularly sold out during the peak of the Giants season.

Director DelBono expressed concern about leaving the AT&T Park special event fares at current levels for the 2016 Giants season. He said the service was a luxury offering and riders using it could afford to pay more and should. He noted that Giants game tickets, parking at AT&T Park, and concessions prices had all increased and said riders expected that ferry fares would increase as well.

Chair Breckenridge asked what was used to project costs for the special service and said that fuel prices had been very low. She asked what would happen to the projections if fuel costs increased during the next season. Mr. Gougherty said conservative estimates had been used in the fuel projections, as had been done in the annual budgeting process. Ms. Rannells said fuel budgeting was always done very conservatively. Director Donovan asked if a profit in the special service would help or hinder budget balancing and Ms. Rannells said no matter how the numbers worked out with pricing, money still had to be returned if it was not needed to close budget gaps. She added that it might be possible to earn an extra $15,000 by raising fares but that would mean $15,000 would then need to be returned to MTC as unused funds.

Director DelBono said the special service fares as they currently stood were a really good deal and that raising the fares by 3 percent annually would be a very reasonable ask. Chair Breckenridge asked if security staff might be needed to help assure safety on the AT&T Park service and help with riders who had been drinking or had other challenges boarding and during their rides. Mr. Gougherty said the cost for increased Blue & Gold Fleet Guest Assistance Representative coverage was included in the budget already for that purpose because it was an ongoing challenge on the special service route.

Director DelBono made a motion to increase AT&T Park service fares by 3 percent and Director Donovan seconded the motion.

Ms. Rannells explained that the Board adopted general fare program required a formal public outreach process to solicit feedback from riders before raising any of WETA's current fares.

Director DelBono made a motion to open up a comment solicitation period with the objective of raising the AT&T Park fares by 3 percent and Director Donovan seconded the motion.

Yeas: DelBono, Donovan. Nays: Breckenridge, Intintoli. Absent: Wunderman.

The motion failed.

Director Intintoli made a motion to approve the original Agenda item to leave the fares at current levels. Chair Breckenridge seconded the motion.

Yeas: Breckenridge, Intintoli. Nays: DelBono, Donovan. Absent: Wunderman.

The item failed.

Mr. Taylor noted that fares would remain at the previously-established rates since the motion to change the rates failed.

11. APPROVE REVISED MEETING SCHEDULE FOR CALENDAR YEAR 2016

Ms. Rannells presented the item to approve a revised meeting schedule for Calendar Year 2016 and discuss additional upcoming event activities and locations. She said that Alameda was proposed for the April 7 Board meeting and that she expected there would be a ribbon-cutting event at Mare Island soon, as well as other upcoming groundbreaking events that would take place in various locations and communities.

Chair Breckenridge asked that Directors vote on moving the April 7 meeting to Alameda as proposed, and then bring in their top three choices for other meeting locations to be shared, considered and voted on at the next meeting. She asked if there were any objections to holding the April 7 meeting in Alameda and there were none.

Director Donovan made a motion to approve the item of moving the April 7 meeting to Alameda. Director DelBono seconded the motion and the item carried unanimously.

Yeas: Breckenridge, DelBono, Donovan, Intintoli. Nays: None. Absent: Wunderman.

12. INFORMATIONAL REPORT ON NORTH BAY VESSEL PROCUREMENT AND VESSEL PROPULSION TECHNOLOGY

Mr. Stahnke introduced Elliott Bay Design Group Senior Engineer John Reeves who presented an informational report on vessel propulsion technology options. The report focused on the North Bay Vessels project and how new technology would apply to vessels on the Vallejo and Richmond routes given their service and route profiles.

Director Donovan thanked Mr. Reeves and said the presentation was a real eye-opener and he was surprised to see what the trade-offs in performance and capacity would have to be to support the additional weight and space for the alternative technology options.

Mr. Stahnke said that many of the benefits one would expect to receive in fuel savings with the alternative technology options would not be realized even with the reduction of passenger capacity primarily because of the weight increase. He added that further studies would be required to prove such benefits.

13. OPEN TIME FOR PUBLIC COMMENTS FOR NON-AGENDA ITEMS

PUBLIC COMMENT

Wind+Wing Technology Director of Marketing and Development Strategy Charlie Bogue said Wind+Wing had not been asked for data to contribute to the report presented. He said he was still convinced there would be savings with wind assist wings at high vessel speeds. He added that there would be commonality across all of the vessels with wind technology vessels because crews would only have to turn something on and off. He said there would be 99 percent commonality and WETA would still reap the benefits. Mr. Bogue also said the Richmond City Council had passed a resolution that asked for alternative technology vessels and Chair Breckenridge confirmed receipt of the resolution.

Chair Breckenridge said it was important to look at the art of the possible in creating the Strategic Plans and that critically thinking about what was involved to support viable and proven new technologies, including what was necessary in current and future infrastructure, was crucial.

PUBLIC COMMENT

Mr. Gardner said that the hybrid cars that many people drove today were heavier than other cars but they were also greener than other cars. He said there would be additional weight and increased costs for the new vessel technologies presented and noted that car companies got really good mileage in some of their cars and had some cars, such as Cadillacs, on which they made a lot of money. Mr. Gardner said the new Richmond vessels didn't need to be fast and many boats in use around the world had been slowed way down to save fuel as a regular service practice. Mr. Gardner suggested that vessel speed be reduced from 34 knots to 30 knots or so on the Vallejo and Richmond routes which would save fuel. He also said that commonality would exist with the Wind+Wing technology because the design of the vessels would be exactly the same as vessels already in use, with no differences other than the wind-assist wing.

Chair Breckenridge asked if there were any other comments from anyone in the room and there were none. She thanked everyone for their comments and attendance.

14. ADJOURNMENT

All business having been concluded, the meeting was adjourned at 4:56 p.m.

Respectfully Submitted,

Board Secretary

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2016-04

APPROVE AMENDMENT TO AGREEMENT WITH WESTON SOLUTIONS INC. FOR CONSTRUCTION MANAGEMENT SERVICES FOR THE NORTH BAY OPERATIONS AND MAINTENANCE FACILITY PROJECT

WHEREAS, in February 2013, WETA entered into Agreement #13-003 with Weston Solutions Inc. for $1,400,000 for provide construction management services for the North Bay Operations and Maintenance Facility project; and

WHEREAS, on October 2, 2014, WETA amended the Agreement with Weston Solutions Inc. to approve additional funds in the amount of $762,000 and to extend the contract term to April 30, 2016; now, and

WHEREAS, WETA staff has recommended amending the Agreement with Weston Solutions Inc. to approve additional funds in the amount of $250,000 and to extend the contract term to August 31, 2016; now, therefore, be it

RESOLVED, that the Board of Directors hereby approves Amendment No. 3 to Agreement #13-003 with Weston Solutions Inc. in the amount of $250,000 for a total contract amount not-to-exceed $2,412,000 and to extend the contract term to August 31, 2016; and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to negotiate and execute the amendment and take any other related actions to support this work.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on March 3, 2016.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2016-04
END

AGENDA ITEM 6b
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Kevin Connolly, Manager, Planning & Development
Chad Mason, Senior Planner

SUBJECT: **Approve Amendment to Agreement with Weston Solutions Inc. to Provide Additional Construction Management Services for the North Bay Operations and Maintenance Facility Project**

Recommendation

Approve Amendment No. 3 to Agreement #13-003 with Weston Solutions Inc. for construction management services for the North Bay Operations and Maintenance Facility Project to increase the contract amount $250,000 and extend the contract term to August 31, 2016, and authorize the Executive Director to execute the amendment.

Background

In February 2013, the Board authorized award of a contract to Weston Solutions Inc. (Weston) for $1,400,000 to provide project development and construction management services for the North Bay Operations and Maintenance Facility Project; a project initially developed by the City of Vallejo and transferred to WETA for implementation as a part of the Vallejo service transfer agreement. This award was made as the result of a Request for Qualifications process.

The initial work under this contract involved extensive activity related to construction RFP development, proposal review and contract award of the landside and waterside construction contracts. The landside construction contract was awarded in August 2013 and the waterside construction contract was awarded in July 2014. Weston also assisted with development of a pre-construction and abatement phase bidding document that was later combined into the landside construction procurement.

In October 2014, the Board approved Amendment No. 2 to increase the contract amount $762,000, to a total not-to-exceed amount of $2,162,000 and extend the contract term to April 30, 2016. Amendment No. 2 was necessary because the services provided by Weston to manage the extensive pre-award activities, multiple parties of the project team and to address the many unknown site conditions during the landside construction phase. These efforts required more time and resources than originally estimated in the contract.

Discussion

Presently, Weston is managing and overseeing work for the landside and waterside construction contracts totaling just over $23 million and scheduled for completion in the summer of 2016. As WETA's construction manager and "Owner's Representative," Weston is responsible for overseeing each contractor's performance and adherence to schedule and technical specifications. This work includes monitoring on-site work daily, inspecting and confirming the quality and amounts of materials used by the contractor. In addition, Weston ensures that contractors diligently follow worker safety protocols, administering the collection of

and responses to Requests for Information, Certified Payroll review and undertaking a thorough review of contractor's invoices for payment.

Weston has demonstrated excellence in every aspect of its work providing construction management services for the North Bay Operations and Maintenance Facility Project. As the Owner's Representative, Weston has successfully managed the challenging task of coordinating the efforts of two construction contractor teams based out of separate locations with the project architect and engineer teams contracted by WETA to review the design work submitted by the contractors. Additionally, the Weston team has been effective in evaluating potential value engineering opportunities for the design-build contracts, facilitating responses to Requests for Information, and negotiating contract change orders on behalf of WETA.

Amendment No. 3 is required because the schedule for waterside design and construction extended further than anticipated. A stability issue was identified with the original float design and a redesign effort was required. The redesign effort took several months and delayed fabrication of the concrete floats. The waterside construction schedule was also extended due to delays in the resource agency permitting process, the Navy lease and associated NEPA process.

To ensure that WETA has sufficient support and construction management resources to last through the completion and closeout of the two construction contracts and maintain its strong control over the performance of each contractor team, staff recommends approval of Amendment No. 3 to Agreement #13-003 with Weston to increase the contract amount by $250,000 to a total not-to-exceed amount of $2,412,000. The amended total contract value for construction management services represents approximately 10% of the project construction contract cost which is consistent with the 10% industry standard for construction management services.

Fiscal Impact

The North Bay Operations and Maintenance Facility project is included in the FY 2015/16 Capital Budget at a cost of $31,082,000. Sufficient funds are available in the overall project budget to support this contract budget increase.

END

AGENDA ITEM 6c
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Kevin Connolly, Manager, Planning & Development
Mike Gougherty, Senior Planner

SUBJECT: **Approve Amendment to Agreement with Cambridge Systematics for Ferry Ridership Forecasting Services**

Recommendation

Approve Amendment No. 5 to Agreement #10-010 with Cambridge Systematics for Ferry Ridership Forecasting services to increase the not-to-exceed contract value from $350,000 to $450,000 and extend the term of the contract through December 2018, and authorize the Executive Director to take any actions necessary to execute the Amendment.

Background

The WETA Ferry Ridership Forecast Model was developed by Cambridge Systematics in 2001 and has been regularly maintained and updated to evaluate the market potential of new ferry expansion services. Agreement #10-010 was executed in 2010 to update the model with new demographic data available at the time (Projections 2009) from the Association of Bay Area Governments (ABAG) and new regional transportation assumptions from the Metropolitan Transportation Commission (MTC). The model update was successfully completed in 2012, and has been instrumental over the course of the past five years in generating ridership projections required to move forward with approval of the Downtown San Francisco Ferry Terminal Expansion project and Richmond ferry terminal under the California Environmental Quality Act (CEQA) and National Environmental Protection Act (NEPA), development of the 2014 Financial Feasibility of Contra Costa Ferry Service Report by the Contra Costa Transportation Authority (CCTA), and numerous other planning efforts with partner agencies at the local, county, and regional levels.

In order to generate new ridership projections based on new regional economic and demographic trends that have emerged in the Bay Area since 2010, staff began working with Cambridge Systematics in December 2015 on another model update. The model update was successfully completed last month and now incorporates the most current population, employment, and transportation data available from ABAG and MTC (Plan Bay Area 2013). The base year (2014) for the 2016 updated model was validated by Cambridge Systematics using actual 2014 observed WETA ridership as well as observed data for other transbay travel modes. The 2016 updated model now gives staff an important tool necessary to undertake project-oriented ridership studies in support of the vision set forth in the draft 2016 Strategic Plan.

Discussion

Agreement #10-010 and its subsequent amendments were approved to prepare the 2010 model update and generate future year ridership forecasts for year 2035. While staff was able to fund the 2016 model update with budget remaining in Agreement #10-010, additional funds will be required to move forward with preparing new ridership forecasts for year 2040 based on the 2016 model update. Staff has coordinated with Cambridge Systematics and determined that an additional $100,000 will be required to generate ridership projections for future year operating scenarios currently under consideration by WETA and its project partners. The modeling work would be

performed by Cambridge over the next 12-18 months and would be authorized on a task order basis.

Fiscal Impact

The total cost of Amendment No. 5 is $100,000. The amount estimated to be spent in FY 2015/16 is $30,000 and is available in the current year's Operating Budget. The balance of the contract will be included in the FY 2016/17 Operating Budget.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2016-05

APPROVE AMENDMENT TO AGREEMENT WITH CAMBRIDGE SYSTEMATICS FOR FERRY RIDERSHIP FORECASTING SERVICES

WHEREAS, in October 2010, the WETA entered into Agreement No.10-010 (AGREEMENT) with Cambridge Systematics (CONSULTANT) for $250,000 to update ferry ridership forecasts for existing and future ferry services; and

WHEREAS, on December 30, 2012, the WETA approved Amendment No. 1 extending the term of the AGREEMENT to December 30, 2013; and

WHEREAS, on December 30, 2013, the WETA approved Amendment No. 2 extending the term of the AGREEMENT to December 30, 2015; and

WHEREAS, on June 1, 2015, the WETA approved Amendment No. 3 increasing the not-to-exceed contract amount from $250,000 to $350,000; and

WHEREAS, on November 10, 2015, the WETA approved Amendment No. 4 extending the term of the AGREEMENT to December 31, 2016; and

WHEREAS, WETA staff has recommended approving Amendment No. 5 to the AGREEMENT increasing the not-to-exceed contract amount from $350,000 to $450,000 and extending the term of the AGREEMENT to December 31, 2018; now, therefore, be it

RESOLVED, that the Board of Directors hereby approves Amendment No. 5 to the AGREEMENT increasing the not-to-exceed contract amount from $350,000 to $450,000 and extending the term of the AGREEMENT to December 31, 2018; and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to negotiate and execute the amendment and take any other related actions to support this work.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on March 3, 2016.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____
/s/ Board Secretary
2016-05
END

Attachment A

Summary of Public Comments and Letters

No.	Comment	Response	Actions
Jim Wunderman, Bay Area Council, January 13			
1	*For example, how will we deliver service to Mission Bay with 20 minute frequency in the next fifteen years when the document does not even include Mission Bay in our ten year plan? (BAC, Jan. 13)*	The 10-year SRTP is fiscally constrained, so projects must have full operating funding to be in the plan. Mission Bay does not have any funding as of 2016. However, a change in funding and execution of a project agreement would allow it to be included in the 2018 SRTP.	Clarification
2	*The proposal specifically does not identify any new terminals for consideration over the next ten years due to lack of funding. (BAC, Jan. 13)*	The SRTP identifies both the Richmond and Treasure Island ferry terminals opening in the next ten years.	Clarification
Margaret May, via website, January 15			
3	*I would like you to consider a pilot for a late night ferry (departure 10:30 pm or 11 pm) on Fridays and Saturdays from SF Ferry Building to Alameda Main St. (M. May, Jan. 15)*	The SRTP is not intended to consider service plans at this level of schedule detail. WETA develops detailed schedules as part of its seasonal service planning efforts and will explore the feasibility of additional late-night service as part of those efforts.	Clarification
Tom Krysiak, via email, February 8			
4	*The two drafts were reviewed but no specifics were mentioned to address the overflow parking issues by the Alameda Harbor Bay Ferry. There are now already too many cars parking on the surrounding residential streets and WETA's plan to expand ferry service to every 30 minutes will further diminish the safety and quality of life in our Harbor Bay Community. Your draft plans are incomplete and too short sighted if ferry overflow parking is not planned for and budgeted. This is an urgent concern that rankles both the commuters and the surrounding Alameda community. Please reveal detailed parking plans for the final draft. (Krysiak, Feb. 8)*	WETA has been engaged with the City of Alameda to improve access to the Harbor Bay terminal since 2012, including potential improvements to parking facilities outside of WETA's jurisdiction, which is limited to the terminal and parking lot immediately adjacent to the terminal. Providing a new overflow parking facility outside of WETA's jurisdiction is one access solution that is currently under consideration; however, no agreement has been finalized and no funding is currently available. A change in funding and execution of a project agreement would allow it to be included in the 2018 SRTP.	Clarification

Christina Hohorst, Metropolitan Transportation Commission, via email, February 12			
5	*The SRTP is fine, and MTC has no comments. (MTC, Feb. 12)*	Noted.	No Action
David C. Biggs, Hercules City Manager, February 17			
6	*We would like to note that the CCTA study referenced in your draft Plans was based on a proposed ferry terminal location which would require significant costly initial and on-going dredging, and while the City had already turned its focus to moving the ferry terminal building to a more favorable [location] on Hercules Point which would have much lower costs, this was not incorporated into the analysis. (Hercules, Feb. 17)*	The 2014 Financial Feasibility of Contra Costa Ferry Service Report was commissioned and led by the CCTA. While WETA was thoroughly engaged with the study, ultimately the study scope and analysis was the responsibility of the CCTA. WETA recommends that the City of Hercules work with the CCTA to discuss potential work to update the 2014 Financial Feasibility of Contra Costa Ferry Service Report.	Clarification
7	*Ridership assumptions and projections should be revisited as we believe ferry service would draw from a larger area including commuters diverted off of highly congested Interstate 80. We also believe that there will be a favorable response to the Richmond service once initiated and this will validate a greater level of demand, hence our on-going support of the Richmond service. (Hercules, Feb. 17)*	WETA last updated its ridership forecast model in 2012 to generate future year ridership projections for year 2035. A 2016 model update has been completed and incorporates the most current demographic and transportation data available from ABAG and MTC. WETA anticipates that new ridership forecasts for year 2040 based on the 2016 model update will be ready for review later this year by the City of Hercules and other stakeholders.	Clarification
8	*In the first paragraph, the current language which reads "The report concluded that of the candidate ferry terminals in Contra Costa County, only the Richmond project is financially feasible at this time." The conclusion of the referenced study would be better summarized with some additional language added to the sentence above such as "…given exiting WETA ferry service funding*	WETA will incorporate the suggested language.	Change The final version of the SRTP has been revised to incorporate the suggested language.

	formulas and the need to identify local and regional funding sources beyond those already in place to support the Richmond service." (Hercules, Feb. 17)		
9	*In addition it should reference the need for an updated study based on changed conditions. (Hercules, Feb. 17)*	See response to Comment #6 regarding CCTA study.	Clarification
10	*The final paragraph of this section [Section 8.2.5 Carquinez Strait Terminals] is incorrect. Measure J in Contra Costa dedicates funding towards the development of ferry service with this set-aside being evenly split between the future Richmond and Hercules ferry services. The total estimated current level of funding available to the Hercules project is $30.5 million over the life of Measure J. The City of Hercules has entered into an Agreement with the City of Richmond to allow them to utilize the Hercules' share of these Measure J revenues to jump start the Richmond ferry services subject to Richmond repaying the funds when needed for Hercules ferry services. (Hercules, Feb. 17)*	Noted.	Change The final version of the SRTP has been revised to acknowledge the Agreement between the City of Hercules and City of Richmond.
11	*We believe the language included in documents like the WETA Short Range Transit Plan have the potential to impact the ability to attract financial resources to desirable regional project. As such a more anticipative tone and tenor reflects the commitment of key stakeholders to making additional ferry services a reality in the future, and while addressed in the draft Strategic Plan, should also be accurately reflected in the Short Range Transit Plan. (Hercules, Feb. 17)*	As the comment notes, WETA envisions a future Hercules ferry services, as indicated in its draft 2016 Strategic Plan. The SRTP is fiscally constrained, so projects must have full operating funding to be in the plan. Since there is not operating funding for the Hercules service, WETA cannot include this project in the SRTP's 10-year operating plan. Furthermore, pursuant to WETA's system expansion policy, WETA and its project partner will need to execute a project agreement identifying a comprehensive funding strategy before major capital investments can be made on a project, including environmental review, permitting and	Clarification

		construction. Should funding become available and a project agreement is executed, the Hercules Ferry Terminal project could be included in the 2018 SRTP.	
Mayor John Seybert, City of Redwood City, February 17			
12	*The City and Port have looked closely at WETA's draft Short Range Transit Plan (SRTP) and the draft WETA Strategic Plan. We are dismayed that both plans fail to reflect the current status of water transit demand and readiness in Redwood City and Silicon Valley. (Redwood City, Feb. 17)*	The SRTP is fiscally constrained, so projects must have full operating funding to be in the plan. Since there is not operating funding for the Redwood City service, WETA cannot include this project in the SRTP's 10-year operating plan. Furthermore, pursuant to WETA's system expansion policy, WETA and its project partner will need to execute a project agreement identifying a comprehensive funding strategy before major capital investments can be made on a project, including environmental review, permitting and construction. Should funding become available and a project agreement is executed, the Redwood City Ferry Terminal project could be included in the 2018 SRTP.	Clarification
13	*The plans, which should be advocating and planning for aggressive strategies to fund and implement needed expansion of water transit, instead seem to be relying on old, outdated studies to justify waiting up to 20 or more years before implementing water transit routes that are needed today. (Redwood City, Feb. 17)*	See response to Comment #7 regarding future WETA studies.	Clarification
14	The City and Port in 2011 commented on WETA's 2011 version of a SRTP, saying then as we are saying again, that the ridership projections for Redwood City and Silicon Valley are erroneous and outdated.	WETA's ferry ridership forecast model is based on transportation and land-use projections developed by the MTC and ABAG that meet standards set forth by the FTA for evaluating the ridership potential of new transit projects. Comments were solicited from the Port and City	Clarification

	(Redwood City, Feb. 17)	of Redwood City while preparing the 2012 ridership model update and addressed by both WETA and its ridership forecast modeling consultant.	
Richard Claire, Chairman, Port of Redwood City, February 17			
15	*On behalf of my fellow Commissioner and staff at the Port of Redwood City, we want to voice our dismay that the draft WETA Strategic Plan and draft Short Range Transit Plan (SRTP) both fail accurately reflect the dynamic economic growth and demand for ferry passenger service in Redwood City and Silicon Valley. (Port of Redwood City, Feb. 17)*	The characterization of economic growth dynamics and ferry passenger demand for potential WETA service areas is not within the scope of the SRTP.	Clarification
16	*We recommend that both plans update the ridership projections for ferry service at the Port of Redwood City before they are adopted because circumstances in Silicon Valley and the Peninsula have changed dramatically since WETA's outdated projections. (Port of Redwood City, Feb. 17)*	This request is outside the scope and purview of the SRTP. Please note response to Comment #7 regarding future WETA studies.	Clarification
17	*WETA's 2011 SRTP did not include specific action to develop Redwood City ferry service and unfortunately five years later the new draft SRTP is the same – no action for Redwood City and the South Bay. We commented five years ago that the 2011 plan was based on inaccurate assumptions and outdated information now five years later the 2016 plan essentially repeats the same language dismissing the Redwood City is ready for ferry service now. (Port of Redwood City, Feb. 17)*	See response to Comment #12 regarding inclusion of Redwood City in the SRTP. See response to Comment #14 regarding accuracy of ridership projections.	Clarification
18	*In our view, both WETA's plans – the SRTP and the 20 year Strategic Plan – should have definitive implementation steps for Redwood*	See response to Comment #12 regarding inclusion of Redwood City in the SRTP.	Clarification

	City ferry service in the next 10 years if not sooner. (Port of Redwood City, Feb. 17)		
Chadrick Smalley, Development Project Manager City of Richmond, via email, February 17			
19	*The SRTP at section 6.1.3 mentions a waiting area in the craneway, recommending this reference be deleted given the current design direction and Orton development's expressed inability to offer a commitment of this space at this time. (Smalley, Feb. 17)*	Noted.	Change The final version of the SRTP has been revised to incorporate the comment.
20	*The discussion of the timeline for NEPA clearance at section 7.1.1 probably needs updating. (Smalley, Feb. 17)*	Noted.	Change The final version of the SRTP has been revised to incorporate the comment.
21	*Would there be any interest in adding a brief mention of developments in the pipeline proximate to the terminal in this section?*	WETA will provide a link to this information in the text of the SRTP.	Change The final version of the SRTP has been revised to include a link to the Draft Richmond Bay Specific Plan.
Kyle Finger, via website, February 18			
22	*The SRTP is great. More frequent service should be provided on existing routes. (Finger, Feb. 18)*	Noted. The 10-year operations plan does assume more frequent service on the Alameda/Oakland and Vallejo routes beginning in Summer 2016; however, further service augmentation cannot be assumed since the SRTP is a financially-constrained plan and additional funding is not currently available. The draft 2016 Strategic Plan does envision significantly increased service frequencies on all existing WETA services.	Clarification
Lorianna Kastrop, Redwood City Port Commissioner, via email, February 18			
23	*Right now, and only now, everything is in alignment to move ahead with ferry service to*	See response to Comment #12 regarding inclusion of Redwood City in the SRTP.	

	RWC. And yet, it is not in your Short Range Transportation Plan, not even in your long-range Strategic Plan. This is literally missing the boat.		
24	*I fear that if WETA does not put the RWC terminal in its plans, this unanimous support will fall apart and the Transportation Authority will have to consider repurposing the $15 million in funds for other badly needed projects. (Kastrop, Feb. 18)*	WETA envisions a future Redwood City ferry service, as expressed in its draft 2016 Strategic Plan. While $15 million represents a significant investment in a future Redwood City ferry service, substantial additional funding will be required to construct a new ferry terminal, procure vessels, and provide required operating subsidies for the new service. WETA has invited the San Mateo County Transportation Authority to join in discussing potential funding and implementation strategies for a Redwood City ferry service, including potential investment from private sector companies in San Mateo County.	Clarification
25	*I ask you please to decide on action steps to add the RWC public ferry terminal to you <u>Short Range</u> Transportation Plan. (Kastrop, Feb. 18)*	See response to Comment #12 regarding inclusion of Redwood City in the SRTP.	Clarification
Daryl Halls, Solano Transportation Authority, February 19			
26	*The Draft SRTP also estimates that the Vallejo Ferry's ridership growth rate will slow to three percent (3%) in 2020, due to capacity constraints. The STA understands the capacity constraint is due to financial constraints. As such, the STA recommends including support for advocating for funding for the continued expansion of the Vallejo Ferry service to meet longer range service demands beyond 2020. (STA, Feb. 19)*	This comment correctly identifies the impact that capacity constraints (due to financial constraints) will have on projected ridership growth rates for the Vallejo service. The draft 2016 Strategic Plan addresses WETA's strategy for securing additional funding to support expansion of both existing and new services, including advocacy effort.	Clarification
27	*STA believes that WETA's Draft SRTP is well thought out and developed, and provides a realistic approach to near-term ferry service enhancements. (STA, Feb. 19)*	Noted.	No Action

BAYAREA COUNCIL

January 13, 2016

Nina Rannells
Executive Director
Water Emergency Transportation Authority
Pier 9, Suite 111
San Francisco, CA 94111

Dear Nina:

Thank you for sharing the draft of the 2016 Strategic Plan with me. In the face of rising congestion on highways and transit systems throughout the Bay Area, the demand for ferry service has never been so great and the role of this agency has never been more important. WETA has an extraordinary opportunity to meet the needs of Bay Area residents, and it is up to us to deliver on that opportunity.

The Strategic Plan document is our opportunity to demonstrate our vision for the future and build public support for what we believe is necessary. In my view, we should be crafting a set of ambitious goals for the future of this agency and designing strategies to deliver on them. Unfortunately, the document falls well short of that. While the plan includes a table that projects a robust expansion of routes and frequencies by 2030 (page 19), it glaringly lacks a process for achieving that. For example, how will we deliver service to Mission Bay with 20 minute frequency in the next fifteen years when the document does not even include Mission Bay in our ten year plan?

In addition to lacking a strategy to achieve the stated goals, I do not believe the plan goes far enough. For example, the twenty year plan does not identify opportunity sites south of Redwood City, despite the unprecedented commute constraints that plague the region. Exploding job growth in Silicon Valley is driving California's economy, but it has also precipitated severe congestion on Highway 101 and Caltrain. Ferries offer a relatively inexpensive solution for a convenient, comfortable, and congestion-free commute, yet the plan does not prepare for offering service near these critical employment centers.

Rather than crafting an ambitious expansion target and strategy to achieve that goal, the document repeatedly cites financial constraints as a justification for not building a more robust plan. The proposal specifically does not identify any new terminals for consideration over the next ten years due to lack of funding. To my knowledge, there have been no attempts to secure more funding, and in some cases money is apparently available. For example, San Mateo County is currently holding $15 million of Measure A funds which voters have approved for a terminal at the Port of Redwood City. There are also new private financing possibilities

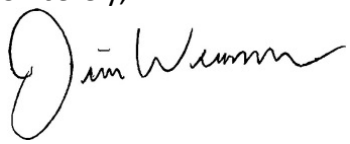
P 415.946.8777
F 415.981.6408
353 Sacramento Street, 10th Floor
San Francisco, California 94111
1215 K Street, Suite 2220
Sacramento, California 95814

emerging, as major employers are determined to improve commute options for their employees. I understand that the agency faces real financial constraints, but we should be identifying potential new revenue sources, developing partnerships with stakeholders, and exploring other opportunities to overcome these barriers. WETA must be the champion for an expanded system, and a fierce advocate for the services it provides.

Moreover, I feel strongly that the consideration of advanced clean propulsion technologies should be included in this strategic document. Governor Brown and the California Legislature have set us on an ambitious path to decarbonizing the state's transportation system, and we should be establishing ourselves as an environmental leader by operating the nation's least polluting ferries. We have repeatedly been presented with new technologies – including sail-assisted, battery diesel hybrid, and full battery-electric – that can dramatically reduce fuel consumption and greenhouse gas emissions, while also significantly driving down operating costs. We should not design a plan for the future that relies on technology from the past. Sustainable forms of transit will also qualify for new sources of revenue such as cap and trade funding and air quality management grants.

We must significantly expand our system in the short term to meet current demand and accommodate future growth, and the document should reflect our ambitious vision for expansion. I apologize that family obligations prevent me from attending the meeting tomorrow, but I look forward to working with my colleagues on the Board, WETA staff, and key stakeholders over the next few months as the document evolves into a robust vision for the future of ferry service on the bay.

Sincerely,



Jim Wunderman
Vice Chair
Water Emergency Transportation Authority

CC: Jody Breckenridge, Chair
Jeff DelBono
Timothy Donovan
Anthony Intintoli

P 415.946.8777
F 415.981.6408
353 Sacramento Street, 10th Floor
San Francisco, California 94111
1215 K Street, Suite 2220
Sacramento, California 95814

CITY MANAGER

David Biggs, City Manager

February 17, 2016

Chair and Board Members
Water Emergency Transportation Authority
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111

RE: COMMENTS ON DRAFT SHORT RANGE TRANSIT PLAN AND DRAFT STRATEGIC PLAN

Thank you for the opportunity to comment on the Authority's draft Short Range Transit Plan and draft Strategic Plan. The City of Hercules is currently constructing the second phase of the multi-phase Regional Intermodal Transportation Center, also known as the Hercules Intermodal Transportation Center, which is designed to integrate bus, rail and ferry transit services at a single location in West Contra Costa County. The Path to Transit phase, now underway and to be completed before the end of 2016, will enable the early initiation of bus transit services to the area and will set the stage for the improvements which will allow for train service. Ferry service will follow these other transit services to ultimately provide an integrated hub for all three modes.

The following comments are provided for each of the draft Plans now in their Public Comment period:

Short Range Transit Plan

Section 8.2.5 Carquinez Strait Terminals

By way of introduction of our specific comments, we would like to note that the CCTA study referenced in your draft Plans was based on a proposed ferry terminal location which would require significant costly initial and on-going dredging, and while the City had already turned its focus to moving the ferry terminal building to a more favorable on Hercules Point which would have much lower costs, this was not incorporated into the analysis. In addition, ridership assumptions and projections should be revisited as we believe ferry service will draw from a larger area including commuters diverted off of highly congested Interstate 80. We also believe that there will be a favorable response to the Richmond service once initiated and this will validate a greater level of demand, hence our on-going support of the Richmond service.

As to specific comments. in the first paragraph, the current language which reads "The report concluded that of the candidate ferry terminals in Contra Costa County, only the Richmond project is financially feasible at this time." The conclusion of the referenced study would be better summarized with some additional language added to the sentence above such as "…given existing WETA ferry service funding formulas and the need to identify local and regional funding sources beyond those already in place to support the Richmond service." In addition, it should reference the need for an updated study based on changed conditions.

The final paragraph of this section is incorrect. Measure J in Contra Costa dedicates funding towards the development of ferry service with this set-aside being evenly split between future Richmond and Hercules ferry services. The total estimated current level of funding available to the Hercules project is approximately $30.5 million over the life of Measure J. The City of Hercules has entered into an agreement with the City of Richmond to allow them to utilize the Hercules' share of these Measure J revenues to jump start the Richmond ferry services subject to Richmond repaying the funds when needed for Hercules ferry services.

We believe that language included in documents like the WETA Short Range Transit Plan have the potential to impact the ability to attract financial resources to desirable regional projects. As such a more anticipative tone and tenor reflects the commitment of key stakeholders to making additional ferry services a reality in the future, and while addressed in the draft Strategic Plan, should also be accurately reflected in the Short Range Transit Plan.

Strategic Plan

Partnerships (page 10)

The narrative on the ***Case Study: Richmond Partnership*** should be expanded slightly to acknowledge the role the Agreement for Funding of Ferry Service Between the City of Richmond and the City of Hercules played in enabling the Richmond Ferry Service to be advanced. In addition, the Agreement between the Cities of Richmond and Hercules should be included in the listed Resources as this agreement facilitated the Memorandum of Understanding and Funding Agreement with Contra Costa Transportation Authority for Richmond Ferry Services.

The 20 Year Vision (page 17)

The Hercules Terminal is listed as partially funded in the graphic on Page 17, which is correct, hence our comments related to the Short Range Transit Plan. It important that there be consistency between these two plans. It is expected that the Regional Intermodal Transportation Center in Hercules will be at the point to add ferry services well before the 20 year horizon addressed in this section and we believe the success of ferry services from Richmond would enable Hercules service to move forward into the 10 year timeframe or before.

The City of Hercules would also appreciate the opportunity to provide early input as a key stakeholder in the development of future updates or discussions of these Plans rather than just providing comments during the public review period as has been the case this time.

We look forward to working with WETA on future ferry service here in Hercules and are happy to have played a role in moving the Richmond Ferry services forward.

David C. Biggs
City Manager

Attachment: Hercules Staff Report re Richmond/Hercules Ferry Funding Agreement

PORT OF REDWOOD CITY
Serving Silicon Valley

675 Seaport Boulevard
Redwood City, California 94063-5568
650 306 4150 FAX 650 369 7636
E-mail: portofrc@redwoodcityport.com

February 17, 2016

Vice Admiral Jody A. Breckenridge, USCG, Ret.
Board Chair
Water Emergency Transportation Authority
Pier 9, Suite 111
San Francisco, CA 94111

Dear Vice Admiral Breckenridge & Members of the WETA Board:

On behalf of my fellow Commissioners and staff at the Port of Redwood City, we want to voice our dismay that the draft WETA Strategic Plan and draft Short Range Transit Plan (SRTP) both fail to accurately reflect the dynamic economic growth and demand for ferry passenger service in Redwood City and Silicon Valley.

We recommend that both plans update ridership projections for ferry service at the Port of Redwood City before they are adopted because circumstances in Silicon Valley and the Peninsula have changed dramatically since WETA's outdated projections. Redwood City is ready for water transit service now, not 20 years from now.

WETA's 2011 SRTP did not include any specific action to develop Redwood City ferry service and unfortunately five years later the new draft SRTP is the same – no action for Redwood City and the South Bay. We commented five years ago that the 2011 plan was based on inaccurate assumptions and outdated information and now five years later the 2016 plan essentially repeats the same language dismissing that Redwood City is ready for ferry service now.

In our view, both WETA's plans – the SRTP and the 20 year Strategic Plan -- should have definitive implementation steps for Redwood City ferry service in the next 10 years if not sooner.

Other facts to consider in developing plans for Redwood City ferry service are that Google and Facebook have both conducted ferry service trials with positive results and both are located within proximity to a ferry terminal at the Port of Redwood City. Google has retained the majority ownership of Pacific Shores Center, acquiring six building totaling one million square feet in October 2014. Pacific Shores Center is located within walking distance from the proposed ferry service terminal for the Port of Redwood City. Facebook is located only one freeway turnoff from the Port of Redwood City. The proposed terminal already has $15 million set aside through San Mateo County Measure A funds dedicated toward its construction.

Parts of the "Seven Steps Process" for new WETA expansion projects have already been completed for Redwood City including site selection and preliminary design. WETA should set a timeline for the next steps which would include updating feasibility studies with new ridership estimates, a project M.O.U., detailed design and environmental review.

Thank you for your consideration and opportunity to comment.

Sincerely,

Richard A. Claire

Richard Claire, Chairman

Cc: Nina Rannells, Executive Director - WETA

1017 MIDDLEFIELD ROAD
Redwood City, California 94063
Telephone (650) 780-7220
FAX (650) 261-9102
www.redwoodcity.org

February 17, 2016

Vice Admiral Jody A. Breckenridge, USCG, Ret.
Board Chair
Water Emergency Transportation Authority
Pier 9, Suite 111
San Francisco, CA 94111

Dear Vice Admiral Breckenridge & Members of the WETA Board:

Redwood City and our Port have been champions for ferry service to the South Bay since the inception of the original San Francisco Bay Water Transit Authority (WTA), the predecessor of the San Francisco Bay Area Water Emergency Transportation Authority (WETA). Redwood City Council Member, Diane Howard, for several years was Chair of WTA's Citizen Advisory Committee and Port Commissioner Dick Dodge was an active member of WTA's Technical Advisory Committee.

With this history, the City and Port have looked closely at WETA's draft Short Range Transit Plan (SRTP) and the draft WETA Strategic Plan. We are dismayed that both plans fail to reflect the current status of water transit demand and readiness in Redwood City and Silicon Valley.

The plans, which should be advocating and planning for aggressive strategies to fund and implement needed expansion of water transit, instead seem to be relying on old, outdated studies to justify waiting up to 20 or more years before implementing water transit routes that are needed today.

The City and Port in 2011 commented on WETA's 2011 version of a SRTP, saying then as we are saying again, that the ridership projections for Redwood City and Silicon Valley are erroneous and outdated. The San Francisco Peninsula and Silicon Valley have exploded with jobs, and freeways in San Mateo and Santa Clara counties are congested and transit systems are at capacity, making longer than ever commutes to travel to and from San Francisco and the East Bay.

Google and Facebook, two major employers with easy access to the future ferry terminal at the Port of Redwood City, both have already achieved, at their expense, successful water transit experiments, underscoring that the demand is here now – we do not need to wait for 20 years.

The San Mateo County Transit Authority is currently holding $15 million in Measure A funds which voters approved in the 2008 expenditure plan specifically for a terminal. We believe that there is private funding financing possibilities because traffic strangled employers are looking ways for improving commute options for their employees.

We urge WETA to work with us, the Port of Redwood City, and our local businesses to advance an expanded system ferry systems that includes Redwood City and the South Bay – we cannot wait another two decades.

Sincerely,

John Seybert, Mayor
City of Redwood City

C: City Council, Redwood City
Melissa Stevenson Diaz, City Manager

Good afternoon Chair Breckenridge and Board members. My name is Lorianna Kastrop, Port Commissioner at the Port of Redwood City. I am a volunteer, appointed by the City Council and representing the citizens of San Mateo County and the greater Silicon Valley area for the past 8 years. For those years I have regularly attended meetings and worked behind the scenes to support ferry service to Redwood City. The citizens of San Mateo County have taxed themselves through Measure A to provide $15 million in support of building a ferry terminal in Redwood City (RWC). No one on the peninsula has forgotten about that. In fact, almost every day I'm asked when we will be getting ferry service.

I am here today to call your attention to a golden opportunity. Right now, and only now, everything is in alignment to move ahead with ferry service to RWC. And yet, it is not in your Short Range Transportation Plan, nor even in your long-range Strategic Plan. This is literally missing the boat.

1) Preference of commuters. As you all know, highway 101 is congested all day and is a parking lot during commute hours. The Port of RWC is uniquely situated to have full boats going both directions. As a thriving corporate hub, many commuters are coming to work in RWC and many are going from the mid-peninsula to work in San Francisco. In fact, my son commutes from RWC to his job at Autodesk at One Market, across from the Ferry Building. He takes Caltrain to Millbrae and switches to BART. It takes him over an hour, not including the time it takes to get to the Caltrain station. People of his generation typically avoid commuting by car. The ferry would actually be faster than his current commute. Going the other way, we have major corporations needing ferry service from the City to the peninsula. I have been briefed by Google about the results of its pilot program of water transit to RWC. Google's results showed high employee satisfaction with water transit and a preference by its employees for the ferry versus the Google bus from San Francisco.
2) Terminal site. The Port of RWC is fully dredged to its authorized depth of 30 feet and is kept dredged via federal appropriations. Ship calls are a normal part of our operations and would not be a negative environmental impact. The Port of RWC has possible landing sites for ferries, and vacant land for a terminal and parking, but our Port Commission is under pressure to lease that land and it won't remain vacant for long, so that unique opportunity will diminish with time.
3) Potential Ridership. The Port of RWC is very close to major employers that already have shuttle fleets that can accommodate the "last mile" connection. Those include Facebook, which has already started private water transit to RWC, as well as Google, which has purchased 1 million SF of office space adjacent to the Port at Pacific Shores Center, the biotech and R&D offices 3 minutes away from the Port, and Stanford's new Redwood City campus consisting of 13 new buildings for thousands of employees, which has already received planning approval. The new campus is a 5 to 8 minute drive from the Port of RWC. Stanford also has its own shuttle service and has set aside funds from its community benefits program with the City of RWC for studying public transit connections. If a ferry terminal is planned, then Stanford will include that in its transit study and possible public transit connections. That opportunity will fade away quickly if we don't jump at it right now.
4) Political Support. In my many years of public service I have rarely seen such unanimous support for a project. In addition to the City Council of Redwood City, there is support for a RWC ferry terminal from the SMC Board of Supervisors, our state assembly member and state senator, the business community AND the environmental community. We even have the support of other

public transit agencies. I attended the Caltrain Commuter Coalition meeting where ferry service to RWC was voted in the top 3 options for alleviating congestion on the Caltrain corridor. I also was asked by Congresswoman Jackie Speier's office to speak at a hearing she called to address the Federal Aviation Administration. Since people are now getting in private airplanes to avoid highway commutes, I fear that if WETA does not put the RWC terminal in its plans, this unanimous support will fall apart and the Transportation Authority will have to consider repurposing the $15 million in funds for other badly needed transportation projects.

5) Good public policy. As you know, in a disaster the Peninsula and South Bay would be cut off from San Francisco and the East Bay for first responders and emergency supplies. With the ferry terminal in RWC, there will be a perfectly situated hub for multi-agency emergency response coordination. The Port of Redwood City already has an Interagency Operations Center ready for this purpose. It is simply the right thing to do, before it is too late.
6) Funding question. At the recent Bay Area Council Water Transit Committee meeting with Assemblyman David Chiu in attendance, I proposed that WETA begin the process of building the ferry terminal in Redwood City and *on a parallel track* there can be an effort to secure operational funding through public-private partnerships and Memorandums of Understanding for subsidies from major employers. The problem is that we cannot secure those MOUs if WETA doesn't even have RWC service in its strategic plan. Once an action plan is created and an EIR/EIS is underway, we will have at least 6 years to secure operational funds by the time the terminal is built. That is a long while in Silicon Valley terms. If you wait for corporate funds to materialize before you even put the RWC terminal in your plans, then we have nothing to "pitch" to the Silicon Valley corporations, who are accustomed to moving quickly into areas of opportunity. They won't commit funds if there is no business plan in place. I can assure you that waiting 20 years for publicly funded projects to materialize is not the way Silicon Valley works. The capital funds already available can get the project moving and solicitation for the operational funds needed can occur in tandem. That just makes sense.

As I said, I've been working on this for 8 years, and I'm willing to see it through, but as someone who has to take time off of my job for every meeting, I can state that citizen collaborators cannot wait forever, and they will hold public policymakers accountable for their appropriated tax dollars. We have an excellent window of opportunity right now, and if we wait too long, corporations and their employees will find other private alternatives and the public will be shut out of the process. I ask you to please decide on action steps to add the RWC public ferry terminal to your Short Range Transportation Plan and not miss the boat.

Thank you very much for your consideration.

Solano Transportation Authority
. . . working for you!

SOLANO TRANSPORTATION AUTHORITY

Member Agencies:
Benicia • Dixon • Fairfield • Rio Vista • Suisun City • Vacaville • Vallejo • Solano County

One Harbor Center, Ste. 130, Suisun City, CA 94585-2473 • Phone (707) 424-6075 / Fax (707) 424-6074
Email: info@sta.ca.gov • Website: sta.ca.gov

February 19, 2016

Kevin Connolly
Manager of Planning and Development
c/o WETA
Pier 9, Suite 111
San Francisco, CA 94111

Via Email: connolly@watertransit.org

RE: Water Emergency Transportation Authority (WETA) Draft Short Range Transit Plan and Draft Strategic Plan

Dear Mr. Connolly:

Thank you for providing WETA's Draft SRTP and Draft Strategic Plan for Solano Transportation Authority (STA)'s review. On behalf of the Solano Transportation Authority (STA), we submit the following comments regarding the draft Short Range Transit Plan (SRTP) and the draft Strategic Plan:

1. The STA would like to thank WETA for including in this Draft SRTP a plan to address both recent ridership growth, and an anticipated 11% annual growth in ridership that is projected to occur on the Vallejo Ferry, through an 11% increase in peak-period service.
2. The Draft SRTP also estimates that the Vallejo Ferry's ridership growth rate will slow to three percent (3%) in 2020, due to capacity constraints. The STA understands that the capacity constraint is projected to occur due to financial constraints. As such, the STA recommends including support for advocating for funding for the continued expansion of the Vallejo Ferry service to meet longer range service demands beyond 2020.
3. The Draft Strategic Plan envisions that by 2030, the peak frequency for the Vallejo Ferry should increase from 40 minutes to 20 minutes, this will help alleviate capacity concerns and congestion, therefore the STA strongly supports this plan.

To conclude, the STA believes that WETA's Draft SRTP is well thought out and developed, and provides a realistic approach to near-term ferry service enhancements. The Draft Strategic Plan has laid out a strong vision for the future, and the ten strategic priorities should provide a guiding document for future service enhancements. Further, we support WETA's planned enhancement and expansion of the Vallejo Ferry service, which provides alternatives to congestion on the I-80 corridor. Thank you again for the opportunity to provide our comments.

Sincerely,

Daryl K. Halls
Executive Director

CC: STA Board Members
Mayor and City Council, City of Vallejo
Kate Miller, NCTA

AGENDA ITEM 7
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Kevin Connolly, Manager, Planning & Development
Mike Gougherty, Senior Planner

SUBJECT: **Adopt 2016 Short Range Transit Plan**

Recommendation
Adopt the 2016 Short Range Transit Plan for FY 2015-16 to FY 2024-25.

Background
Federal statute requires the Metropolitan Transportation Commission (MTC), in partnership with state and with local agencies, to develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and fund programming responsibilities, MTC, in cooperation with Region IX of the Federal Transit Administration (FTA), requires each transit operator receiving federal transit funding to prepare, adopt, and submit a Short Range Transit Plan (SRTP) outlining its public transit services and related operating and capital costs and projects over a ten-year projection period. These plans are used, amongst other things, to verify compliance with various federal requirements and to validate system capital rehabilitation and replacement projects and needs submitted for funding through separate MTC and FTA grant processes.

In January 2013, WETA adopted its first and only SRTP to date, setting forth a 10-year operating and capital improvement plan for FY 2011-12 to FY 2021-22. In accordance with MTC requirements for SRTP updates, staff prepared a draft 2016 SRTP for FY 2015-16 to FY 2024-25 that was presented to the Board and released for public comment on January 14, 2016. The draft 2016 SRTP provides an overview of WETA's public transit ferry services and recent system performance, as well as a 10-year projection of transit capital and operating expenses and revenues for FY 2015-16 to FY 2024-25. The following summarizes major provisions and key highlights of the proposed plan:

- **Service and System Performance –** The draft SRTP provides an evaluation of route-level and systemwide service statistics and performance metrics for a three-year period from FY 2012-13 to FY 2014-15. During this period, WETA ridership increased by an average of 11% per year, surpassing 2 million total annual passengers for the first time in FY 2014-15. Systemwide, service levels increased slightly over the three-year performance period, with annual increases averaging 2% for vehicle revenue hours and 1% for vehicle revenue miles. Due to increasing ridership and relatively stable operating costs, WETA's farebox recovery ratio for the performance period improved from 44.1% to 52.5% of systemwide operating costs. This section includes an evaluation of other specific statistics and metrics based on both MTC requirements and policy standards set forth by the WETA Board.
- **Operations Plan and Budget –** The draft SRTP provides an overview of the operating costs and revenues anticipated to be available to support WETA's existing ferry system and new expansion services that are planned for implementation during the ten-year period. The plan recognizes the importance of maintaining a core level of existing services while accounting for the new Richmond and Treasure Island expansion services that are anticipated to be implemented prior to FY 2024-25. The plan also includes a set-aside Operating Reserve with

funds equal to two months of total ferry operating expenditures to guard against service disruptions in the event of unexpected temporary revenue shortfall or unpredicted one-time expenses.

Overall, the WETA operating budget is projected to increase from $34.2 million in FY 2015-16 to $59.7 million in FY 2024-25. Of the $59.7 in operating costs for FY 2024-25, $54.2 million will be required to sustain WETA's existing services, taking into account a planned service increase of 7% in vehicle revenue hours and 17% in vehicle revenue miles in FY 2016-17 and historical rates of cost inflation averaging approximately 3% per year. The remaining $5.4 million of the FY 2024-25 annual operating budget would support the Richmond service, which is anticipated to begin operations in FY 2018-19. While operating costs are not yet available for the Treasure Island service, this project is expected to begin operations in FY 2022 and will be funded through fare revenues and a dedicated source of local operating funds, similar to the Richmond project.

Over the course of the ten-year plan, WETA will entirely exhaust its available operating subsidies on an annual basis, relying upon projected increases in ridership and fares to cover increasing operating costs for existing services. Because existing operating subsidies will be exhausted, both the Richmond and Treasure Island services will be subsidized exclusively by new dedicated sources of local funding. WETA's ability to increase service levels and meet future demand for ferry service will be restricted until new regional or local sources of operating subsidy are secured. While ridership is projected to continue steady growth during the initial years of the draft SRTP, growth rates will eventually slow as vessel and service capacity constraints are reached in later years of the plan.

- **Capital Improvement Program –** The draft SRTP also provides an overview of WETA's capital program needs. The 10-Year Capital Improvement Program (CIP) consists of approximately $513 million in core capital needs from FY 2015-16 to FY 2024-25 needed to support WETA's existing regional program of public transit services and planned expansion projects. The CIP consists of four major project categories:

  - **Revenue Vessels** – Approximately $329 million is planned for rehabilitation, replacement and expansion of WETA's ferry vessel fleet, which will consist of 16 vessels by FY 2024-25.
  - **Major Facilities Rehabilitation and Replacement** – Approximately $16 million is planned for rehabilitation and replacement of WETA ferry terminals and berthing facilities.
  - **Service Expansion** – Approximately $93 million is planned for new construction of the Richmond Ferry Terminal and expansion of the Downtown San Francisco Ferry Terminal.
  - **Maintenance/Operations Facilities** – Approximately $75 million will be dedicated to complete construction of the North Bay and Central Bay Operations and Maintenance Facilities.

  The plan also includes a set-aside Capital Reserve of $3 million to support unanticipated capital repairs of major systems components.

Discussion

Following Board authorization to release the draft SRTP for public comment, staff notified riders and interested citizens through WETA's email listserve and the BayAlerts notification system that the draft SRTP was available online for review. Additionally, staff directly emailed over 30 stakeholder organizations that have been engaged with WETA's recent strategic planning process. As of February 26, 2016, 27 public comments were submitted by 11 individuals or organizations. A summary of WETA's responses to comments is provided in ***Attachment A***.

In general, the majority of WETA's responses were clarifications concerning the scope, purpose, or requirements of the SRTP. Several commenters noted that the 10-year WETA operating plan should be more ambitious and include expansion projects that are identified in the draft 2016 WETA Strategic Plan. While WETA is committed to pursuing these projects as part of its long-term strategic vision, MTC requires the 10-year operating plan to be financially constrained. Consistent with this purpose, the plan only includes the Richmond and Treasure Island ferry service projects in the 10-year operating plan.

Multiple commenters also expressed concern that excluding a particular expansion project from the SRTP would mean that WETA could not implement that project over the 10-year horizon of the plan. No such limitation exists. WETA may continue to pursue and develop expansion projects that do not yet have capital and operating funding commitments outside of the SRTP. In the event that a new service is developed and funded after the adoption of the SRTP, WETA can either amend its 10-year operating plan to include the project or include the project in periodic updates of the SRTP undertaken every 2-3 years.

A third common request by commenters was to acknowledge the partial funding that has been secured for expansion projects, such as Carquinez Strait (Hercules), Redwood City, and Seaplane Lagoon ferry services, as well as the active engagement by WETA on other projects, such as Mission Bay, and include these projects in the SRTP. A summary discussion of these projects is included in Chapter 8 of the SRTP, along with a discussion of WETA's project development process.

A final version of the SRTP is provided in ***Attachment B*** as recommended for adoption by the Board of Directors.

Fiscal Impact
There is no fiscal impact associated with this item.

END

2016 SHORT RANGE TRANSIT PLAN

San Francisco Bay Area
Water Emergency Transportation Authority

FY2015-16 to FY2024-25

February 2016

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP, prepare, adopt, and submit a Short Range Transit Plan (SRTP).

TRANSPORTATION ANALYTICS

Table of Contents

Table of Figures

1 EXECUTIVE SUMMARY

1.1 SRTP BACKGROUND AND PURPOSE

1.1.1 Purpose of the Short Range Transit Plan

Federal statute requires the Metropolitan Transportation Commission (MTC), in partnership with state and with local agencies, to develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and fund programming responsibilities, MTC, in cooperation with Region IX of the Federal Transit Administration (FTA), requires each transit operator receiving federal transit funding to prepare, adopt, and submit a Short Range Transit Plan (SRTP) outlining its public transit services and related operating and capital costs and projects over a ten-year projection period. These plans are used, amongst other things, to verify compliance with various federal requirements and to validate system capital rehabilitation and replacement projects and needs submitted for funding through separate MTC and FTA grant processes. SRTPs must be updated every three to four years, in order to incorporate new information about performance and finances.

In January 2013, the San Francisco Bay Area Water Emergency Transportation Authority (WETA) adopted its first and only SRTP to date, setting forth an operating and capital improvement plan for FY2011-12 to FY2021-22. In accordance with MTC guidelines for SRTP updates, this document presents the SRTP for the ten-year period from FY2015-16 to FY2024-25. This SRTP provides an overview of WETA's public transit ferry services and recent system performance, as well as a financially constrained ten-year projection of transit operating and capital expenses and revenues for system.

1.1.2 Relationship to Other Plans and Policies

In addition to this SRTP, WETA also carries out planning activities for other agency purposes:

- **Strategic Planning** – Prior to the creation of WETA, its predecessor agency, the Water Transit Authority, developed an Implementation and Operations Plan (IOP) that called for more funding for water-based transit and proposed an ambitious expansion plan for ferry services on the San Francisco Bay. As a strategic plan, the IOP reflects a broad vision for how the agency should position itself over the long term and respond to unanticipated opportunities that may arise. In contrast, an SRTP must be somewhat more conservative, setting out the near-term expectations for what is possible within existing financial resources under current market conditions. WETA is currently preparing a 2016 Strategic Plan, which will present a vision for the next 20 years of ferry service in the San Francisco Bay Area upon adoption by the WETA Board.
- **Annual Budget** – Each year, the WETA Board of Directors reviews and adopts a workplan and annual budget, including a detailed forecast of the planned operating and capital expenses for the year and the use of available revenues to cover those costs. The annual budget is not necessarily derived directly from this SRTP, as conditions may change after the SRTP is adopted.

- **Emergency Response Plan** – Under its enabling legislation, WETA is responsible for coordinating and providing ferry transportation response to emergencies or disasters affecting the Bay Area transportation system. To help develop and maintain an emergency response capability within the organization, WETA has prepared, and periodically updates, an Emergency Water Transportation System Management Plan (EWTSMP) was adopted in 2008, which details the roles and responsibilities of WETA and other actors in the event of a regional emergency. This SRTP is intended to address WETA's functional role as an operator of public transit services, and does not explicitly detail its activities related to emergency response. WETA is currently updating its emergency response plans, and will be adopting an Emergency Response Plan (ERP) and an internal Emergency Operations Plan (EOP) in 2016.
- **Board-Adopted Policies** – Through its Board of Directors, WETA has adopted a variety of policy documents that provide guidance to staff and stakeholders about how WETA intends to execute its mandates. These policy documents cover topics such as minimum requirements for terminal access, principles for implementing a system-wide fare structure, system expansion, and metrics and standards for managing ferry service performance over time. The text of this SRTP makes reference to the specific policy guidance where relevant. Further details of each adopted policy are available on WETA's website.

1.2 HIGHLIGHTS OF SRTP

1.2.1 Overview of Transit System

Chapter 2 provides an overall summary of WETA. Topics include a summary of the history and governance structure of the agency, a description of its current organizational structure and management, and a detailed explanation of existing facilities and current services. Separate sections detail each of WETA's four publicly operated ferry routes, the twelve vessels currently in WETA's revenue fleet, and the ten different terminal, maintenance, and administrative facilities used to provide the services.

1.2.2 Goals, Objectives, and Standards

Chapter 3 discusses WETA's Mission and Vision of the agency and defines the set of performance standards that are used to measure and manage the system, together with performance targets for each standard.

1.2.3 Service and System Performance

Chapter 4 provides an evaluation of route-level and system-wide service statistics and performance metrics for a three-year period from FY2012-13 to FY2014-15. During this period, WETA ridership increased by an average of 11% per year, surpassing 2 million total annual passengers for the first time in FY2014-15. System-wide, service levels increased slightly over the three-year performance period, with annual increases averaging 2% per year for vehicle revenue hours and 1% per year for vehicle revenue miles. Due to increasing ridership and relatively stable operating costs, WETA's farebox recovery ratio for the performance period improved from 44.1% to 52.5% of system-wide operating costs. This section includes an evaluation of other specific statistics and metrics based on both MTC requirements and policy standards set forth by the WETA Board.

1.2.4 Operating Plan and Budget

Chapter 5 provides an overview of the operating costs and revenues anticipated to be available to support WETA's existing ferry system as well as new expansion services that are planned for implementation during the ten-year period. The plan recognizes the importance of maintaining a core level of existing services while accounting for the new Richmond and Treasure Island expansion services that are anticipated to be operational prior to FY2024-25. The plan also includes a set-aside Operating Reserve with funds equal to two months of total ferry operating expenditures to guard against service disruptions in the event of unexpected temporary revenue shortfall or unpredicted one-time expenses.

Overall, the WETA operating budget is projected to increase from $34.2 million in FY2015-16 to $59.7 million in FY2024-25. Of the $59.7 million in operating costs for FY2024-25, $54.2 million will be required to sustain WETA's existing services, taking into account a planned service increase of 7% in vehicle revenue hours and 17% in vehicle revenue miles in FY2016-17 and historical rates of cost inflation averaging approximately 3% per year. The remaining $5.4million of the FY2024-25 annual operating budget would support the Richmond service, which is anticipated to begin operations in FY2018-19. While operating costs are not yet available for the Treasure Island service, this project is expected to begin operations in FY2021-22 and will be funded entirely through fare revenues and a dedicated source of local operating funds, similar to the Richmond project.

Over the course of the ten-year plan, WETA will entirely exhaust its available operating subsidies on an annual basis, relying upon projected increases in ridership and fares to cover increasing operating costs for existing services. Because existing operating subsidies will be exhausted, both the Richmond and Treasure Island services will be subsidized exclusively by new dedicated sources of local funding. WETA's ability to increase service levels and meet future demand for ferry service will be restricted until new regional or local sources of operating subsidy are secured. While ridership is projected to continue steady growth during the initial years of the plan, growth rates will eventually slow as vessel and service capacity constraints are reached in later years of the plan.

1.2.5 Capital Improvement Program

Chapter 6 provides an overview of WETA's capital program needs to support the Operating Plan presented in Chapter 5. The 10-Year Capital Improvement Program (CIP) consists of approximately $515 million in core capital needs from FY2015-16 to FY2024-25, including four types of projects needed to support WETA's existing regional program of public transit services and planned expansion projects:

- **Revenue Vessels** – Approximately $329 million is planned for rehabilitation, replacement, and expansion of WETA's ferry vessel fleet, which will consist of a total of 18 revenue vessels by FY2024-25.
- **Major Facilities Rehabilitation and Replacement** – Approximately $17million is planned for rehabilitation and replacement of WETA ferry terminals and berthing facilities, as well as related dredging activities.
- **Terminal Expansion** – Approximately $93 million is planned for new construction of the new Richmond Ferry Terminal and expansion of the Downtown San Francisco Ferry Terminal.
- **Maintenance Facilities and Equipment** – Approximately $75 million will be dedicated to complete construction of the North Bay and Central Bay Operations and Maintenance Facilities.

Chapter 6 also describes the Capital Reserve of $3 million, which is set aside to support unanticipated capital repairs of major systems components. Tables within Chapter 6 provide a high-level summary of each type of capital expense. A more detailed version of the ten-year CIP is presented in Appendix A.

1.2.6 Other Requirements

Chapter 7 summarizes some of the additional information that MTC requires in each SRTP. In particular, it summarizes the status of each WETA project that is a part of the Regional Transit Expansion Program (also known as MTC Resolution 3434 projects) and it presents information about WETA's activities related to environmental justice and public involvement.

1.2.7 Future Expansion Services

Chapter 8 discusses WETA's activities to plan future ferry services beyond those listed within the ten-year Operating Plan. The chapter describes the status of five different routes for which some level of formal planning has been initiated, but which are not currently expected to be ready to commence design, construction, or operations within the ten-year planning horizon of the SRTP. These projects may be able to move forward in the planning process within the next ten years, but at this time, it is not possible to predict when market demand and available funding will make construction and operation of the services financially feasible.

2 OVERVIEW OF TRANSIT SYSTEM

2.1 BRIEF HISTORY

In October 1999, the California state legislature formed the Water Transit Authority (WTA), a regional agency mandated to create a long-term plan for new and expanded water-transit and related services on the San Francisco Bay. The enabling legislation (Senate Bill 428) directed the WTA to prepare an Implementation and Operations Plan (IOP) in order to evaluate ridership demand, cost-effectiveness, and environmental impact of an expanded water transit system. In July 2003, the state legislature approved this plan and authorized the WTA to operate a comprehensive public water transit system of ferries, feeder buses and terminals.

Effective January 1, 2008, a new state law, Senate Bill 976, dissolved the WTA and replaced it with the San Francisco Bay Area Water Emergency Transportation Authority (WETA). This new regional agency is responsible for consolidating and operating public ferry services in the Bay Area, planning new service routes, and coordinating ferry transportation response to emergencies or disasters affecting the Bay Area transportation system. Under SB 976, WETA was directed to assume control over publicly operated ferries in the Bay Area, except those owned and operated by the Golden Gate Bridge Highway and Transportation District. Senate Bill 1093 was subsequently adopted by the state legislature to clarify the transition of existing City of Alameda and City of Vallejo services to WETA and a Transition Plan was developed and adopted by the Board of Directors in 2009.

In October 2010, the Alameda City Council and WETA Board adopted the transition agreement for the Alameda/Oakland and Alameda Harbor Bay services. The transition was completed in April 2011, transforming WETA into a transit operating entity. In October 2011, the Vallejo City Council and WETA Board adopted the transition agreement for the Vallejo service. Transition of the Vallejo Service was completed on July 1, 2012. In addition to operating the three routes transitioned from the cities of Alameda and Vallejo, WETA initiated its first expansion service to South San Francisco in June 2012.

All ferry services operated by WETA—including both the four routes with regular scheduled service, as well as ballpark and other special event services—are now collectively branded and marketed as “San Francisco Bay Ferry.”

2.2 GOVERNANCE

As directed by SB 976 and as amended by SB 1093, the WETA Board is comprised of five members. Members of the board are appointed as follows:

- Three members shall be appointed by the Governor, subject to confirmation by the Senate
- One member shall be appointed by the Senate Committee on Rules
- One member shall be appointed by the Speaker of the Assembly

Each Board member has one vote and is appointed for a term of six years. The Board holds regular meetings once a month and additional meetings as required. Its meetings are subject to prior public notice and are open to the public. The WETA Board of Directors currently consists of the following members:

- Jody A. Breckenridge - Chair, Governor's Appointee

- James Wunderman - Vice Chair, Governor's Appointee
- Anthony J. Intintoli, Jr. - Governor's Appointee
- Jeff DelBono - Senate Committee on Rules Appointee
- Timothy Donovan - Speaker of the Assembly Appointee

2.3 ORGANIZATIONAL STRUCTURE

2.3.1 Management and Staff

WETA staff consists of 13 regular employees including the Executive Director, as shown in the organizational chart in Figure 2-1. The agency is divided into four departments including Operations and Maintenance; Public Information and Marketing; Planning and Development; and Finance and Administration. The current responsibilities of WETA staff include:

- Planning for existing service operations and facilities, as well as potential future service expansion
- General agency administration, including identifying, securing and managing funding for existing and new services
- Management and administration of system operating and maintenance service contractors and system facilities and assets
- Customer service support and marketing the ferry system
- Planning and implementation of emergency response and disaster recovery efforts

2.3.2 Contracted Transportation Services

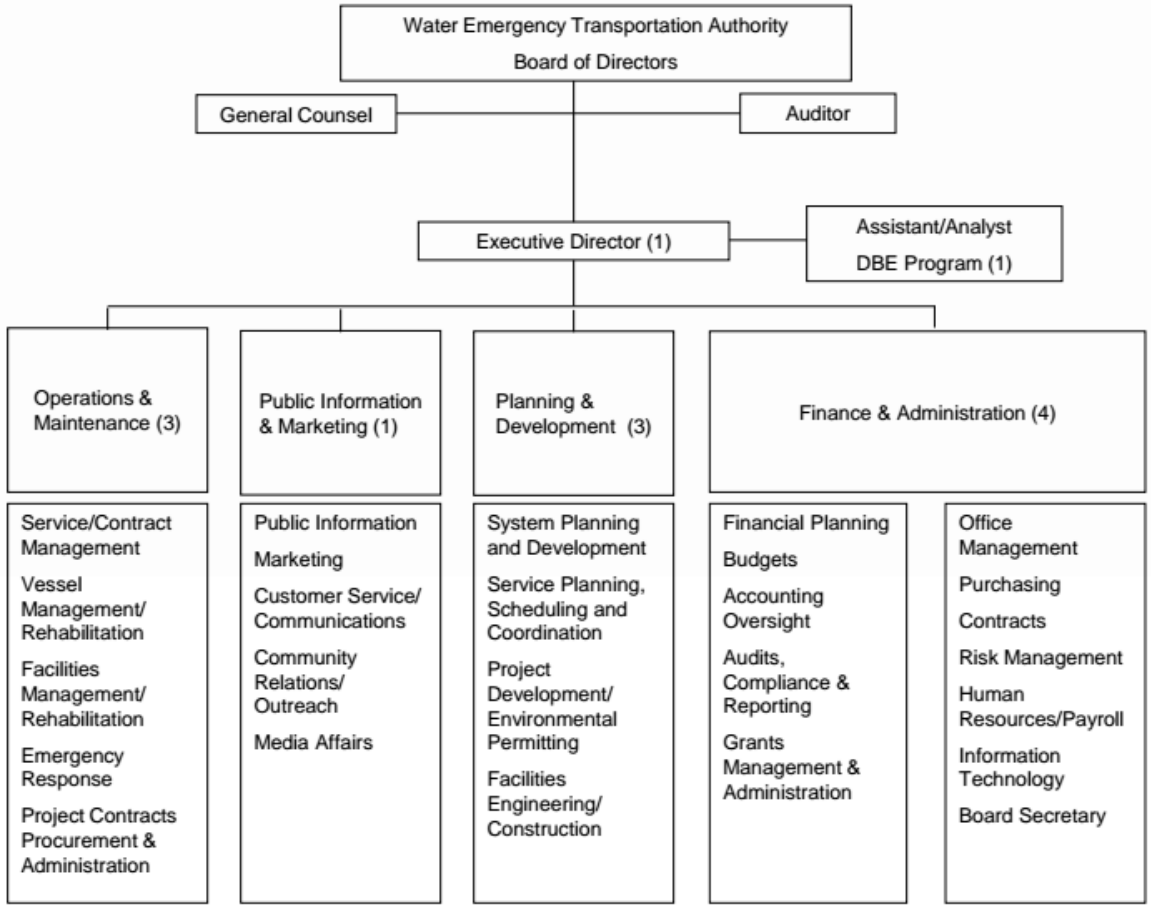
WETA currently contracts with a third party entity for the daily operations and maintenance of its vessel fleet and facilities. Essential duties of WETA's contract operator include vessel operations and basic maintenance; equipment and facilities management; terminal operations; communications, dispatching and notification systems; provision of fueling and lubricants, fare collection; and delivery of on-board services such as food and beverage sales. In 2012, WETA awarded a system operation and maintenance contact to the Blue & Gold Fleet (B&GF) for a contract term of five years with options for up to five additional years (for a total of up to ten years). While WETA plans to continue contracting for its system operations and maintenance, staff will periodically assess the potential advantages of directly providing for some or all of these responsibilities. WETA also contracts directly with Solano County Transit (Soltrans) for operation of the complementary Route 200 bus service from Vallejo to San Francisco. The nature of complementary bus service will also be evaluated periodically as demand changes and other transit services come on line.

2.3.3 Labor Union Representation

WETA employees are not represented by labor unions. Labor unions do represent B&GF employees as follows:

- International Organization of the Masters, Mates and Pilots (MMP)
- Inlandboatmen's Union of the Pacific (IBU)

Figure 2-1 WETA Organizational Chart



2.4 DESCRIPTION OF SERVICES

WETA operates four ferry routes on San Francisco Bay, providing transbay service from the East Bay and North Bay to San Francisco and from the East Bay to South San Francisco. The Oakland/Alameda, Alameda Harbor Bay, and Vallejo routes provide service to the San Francisco Ferry Building with limited service to Pier 41 at San Francisco's Fisherman's Wharf. The South San Francisco route provides service between Oakland, Alameda, and Oyster Point in South San Francisco with limited service to the San Francisco Ferry Building. Figure 2-2 illustrates the existing routes within the WETA system.

Figure 2-2 San Francisco Bay Ferry Existing Services

2.4.1 Alameda/Oakland Ferry Service

The Alameda/Oakland Ferry Service was started after the Loma Prieta Earthquake on October 17, 1989, in direct response to the collapse of a section of the San Francisco-Oakland Bay Bridge and the nearly month-long closure that followed. In May 2011 the responsibility and ownership of the Alameda/Oakland service was transferred from the City of Alameda to WETA.

The Alameda/Oakland provides all-day weekday and weekend service between the Alameda Main Street and Oakland terminals in the East Bay and the Downtown San Francisco Ferry Terminal and San Francisco Pier 41 terminal. Local "Short Hop" service is provided between Alameda and Oakland and between Downtown San Francisco and Pier 41. Special event service is provided to AT&T Park/China Basin terminal for select San Francisco Giants games and other events. The service has an annual ridership of approximately 910,000. Figure 2-3 summarizes the Alameda/Oakland service.

Figure 2-3 Alameda/Oakland Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Oakland Alameda Main Street San Francisco Downtown Ferry Terminal San Francisco Pier 41	May through October Weekdays: 6:00 AM to 9:25 PM Weekends: 8:30 AM to 11:59 PM November through April Weekdays: 6:00 AM to 9:25 PM Weekends: 10:00 AM to 7:50 pm	20-45 minutes
Special Event		
AT&T Park/China Basin	One roundtrip for weekday and weekend San Francisco Giants games; other events, as scheduled.	25-30 minutes

2.4.2 Alameda Harbor Bay Service

The Alameda Harbor Bay Ferry Service began service in March 1992 in conjunction development of Harbor Bay Island development near Oakland International Airport. In January 2012 the responsibility and ownership of the Harbor Bay service was transferred from the City of Alameda to WETA.

The Alameda Harbor Bay service provides commute-only weekday service between the Alameda Harbor Bay terminal and the Downtown San Francisco Ferry Terminal. The service has an annual ridership of approximately 265,000. Figure 2-4 summarizes the Alameda Harbor Bay service.

Figure 2-4 Alameda Harbor Bay Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Alameda Harbor Bay San Francisco Downtown Ferry Terminal	Weekdays: 6:30 AM to 8:55 AM, 4:35 PM to 8:00 PM Weekends: None	25 minutes

2.4.3 Vallejo Ferry Service

The Vallejo ferry service began operations in 1986 with limited commuter ferry service to San Francisco and midday service from San Francisco to Marine World/Vallejo. In July 2012 the responsibility and ownership of the Vallejo service was transferred from the City of Vallejo to WETA.

The Vallejo service provides all-day weekday and weekend service between the Vallejo terminal and the Downtown San Francisco Ferry Terminal and San Francisco Pier 41 terminal. Local "Short Hop" service is provided between Downtown San Francisco and Pier 41. Special event service is provided to AT&T Park/China Basin for select San Francisco Giants games and other events. WETA contracts with Soltrans to provide Route 200 bus service as a complement to the

ferry service with early morning, midday and afternoon trips when ridership demand does not justify running a large-capacity ferry and to provide back-up bus service when ferries are unable to provide scheduled service. The service has an annual ridership of approximately 860,000. Figure 2-5 summarizes the Vallejo service.

Figure 2-5 Vallejo Route Description

Terminals	Service Hours: Ferry	Service Hours: Bus	Transit Time
Year-Round			
Vallejo San Francisco Downtown Ferry Terminal San Francisco Pier 41	May through October Weekdays: 5:30 AM to 8:15 PM Weekends: 8:30 AM to 10:00 PM	May through October Weekdays: 6:00 AM to 11:30 PM Weekends: 7:15 AM to 9:15 AM	60 minutes
	November through April Weekdays: 5:30 AM to 8:15 PM Weekends: 10:00 AM to 8:00 PM	November through April Weekdays: 6:00 AM to 11:30 PM Weekends: 7:30 AM to 9:40 AM	
Special Events			
AT&T Park/China Basin	One roundtrip for weekday (day) and weekend games; Return-trip only for weekday (night) games; other events, as scheduled.	N/A	60 minutes

2.4.4 South San Francisco Ferry Service

The South San Francisco Ferry Service was launched by WETA in June 2012 and provides commute-only weekday service between the Alameda Main Street and Oakland terminals in the East Bay and the South San Francisco terminal at Oyster Point. In November 2014, WETA added limited mid-day service between the South San Francisco terminal and Downtown San Francisco Ferry Terminal. The service has an annual ridership of approximately 105,000. Figure 2-6 summarizes the South San Francisco ferry service.

Figure 2-6 South San Francisco Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Oakland Alameda Main Street South San Francisco San Francisco Downtown Ferry Terminal San Francisco Pier 41	East Bay to/from SSF Weekdays: 6:30 AM to 8:45 AM 4:20 PM to 7:10 PM Weekends: None	30-45 minutes
	SSF to/from SF Weekdays: 9:00 AM to 9:30 AM 3:30 PM to 4:00 PM Weekends: None	

2.4.5 Paratransit

Under the American's with Disabilities Act (ADA), requirements for complementary paratransit do not apply to ferry service. As stated in Section 37.121(c) of this Act, the requirement for complementary paratransit service applies to all fixed route bus and rail transit service; however ferries, commuter bus, commuter rail, and intercity rail are all exempt. WETA is required to comply with ADA requirements for general nondiscrimination, complaint handling, facility design, vehicle acquisition, and provision of service as a grantee of the U.S. Department of Transportation.

2.4.6 Terminal Access: Connecting Transit Services and Bicycle Facilities

As shown in Figure 2-7, WETA terminals are accessible via connecting service and transfer agreements with other transit operators at WETA terminal facilities. As detailed in Section 2.5, all WETA vessels have bicycle racks and additional space for passengers standing with bicycles. Passengers wishing to leave their bicycle at the terminal can utilize available bicycle racks and lockers on a first-come-first-served basis, as described further in Section 2.6.

Figure 2-7 Connecting Transit Services

WETA Terminal	Connecting Service	Routes	Transfer Agreement
Alameda Main Street	None	None	None
Harbor Bay	• AC Transit • Harbor Bay Business Park Shuttle	AC Transit: • Line 21	• Free AC Transit transfer with WETA ticket.
AT&T Park	• SFMTA • Caltrain (4th & King Station)	SFMTA: • K-Ingleside/ T-Third Street • N-Judah • 10-Townsend • 30-Stockton • 45-Union/Stockton • 47-VanNess	• SFMTA & WETA offer $0.50 reciprocal transfer discount to adult Clipper users.
Oakland Jack London Square	• AC Transit • Amtrak • Broadway B Shuttle	AC Transit: • Line 11 • Line 58 • Line 59 • Line 72 • Line 73	• Free AC Transit transfer with WETA ticket. • Broadway B shuttle is free.
San Francisco Ferry Terminal	• SFMTA • BART (Embarcadero Station) • Golden Gate Ferry	SFMTA: • F-Market & Wharves • California Cable Car • Muni Metro @Embarcadero • 82X-Presidio Express • 2-Clement • 7-Haight • 9-San Bruno • 12-Folsom • 21-Hayes • 71-Haight/Noriega • 14-Mission •14L •14X • 31-Balboa	• SFMTA & WETA offer $0.50 reciprocal transfer discount to adult Clipper users.
San Francisco Pier 41	• SFMTA • Blue & Gold Fleet (B&GF) to Sausalito and Angel Island	SFMTA: • F-Market & Wharves • Powell-Mason-Hyde Cable Car • 19-Polk • 30-Stockton • 39-Coit • 47-VanNess • 49-VanNess/Mission	• SFMTA & WETA offer $0.50 reciprocal transfer discount to adult Clipper users.
South San Francisco	• Employer Shuttles • Commute.org shuttles	• Employer shuttles & Commute.org shuttles transport employees to/from ferry to employment sites, Oyster Point Business Park, Sierra Point & SSF Caltrain	• Employer shuttles only available to company employees. • Commute.org shuttles open to general public and free of charge.
Vallejo	• Soltrans • Vine Transit	Soltrans: • Local Routes 1-8 • Express Routes 78, 80, 85 VINE Transit: • Route 29-Express to BART • Route 11-N Vallejo/Redwood PNR	• Soltrans & WETA provide reciprocal Clipper transfer discounts: $1.75 for Adults, $1.50 for Youth, and a $0.85 for Senior/Disabled.

2.4.7 Fare Structure

The WETA Board adopted a fare policy in November 2011 that was designed to both support system cost recovery and promote ridership. The policy encourages developing and maintaining a system of fares that maximizes ridership while maintaining target farebox recovery rates, formally articulating the following seven policy principles:

- **System Cost Recovery**
  - Meet farebox recovery requirements
  - Consider local contributions
  - Maintain operating cost recovery
  - Annual fare adjustments
  - Fare surcharge for unanticipated expenses
- **Promote Ridership**
  - Provide frequent rider discounts
  - Offer other fare incentives

In November 2013, staff began a study to assess WETA's current fare structure and identify a program of changes to foster greater consistency. The fare program modifications proposed as a result of this work achieve specific objectives consistent with WETA's fare policy and the overall objectives of achieving fiscal sustainability and system wide consistency. Specifically, the fare program goals are:

- **Standardize Fare Categories** – Define a uniform set of fare categories and related eligibility criteria for all WETA services that are consistent with regional standards.
- **Establish Common Fare Products** – Identify a common set of fare products for all WETA services.
- **Streamline Fare Offerings** – Consider the elimination of certain products based on utilization, redundancy with other products, fraud vulnerability, ease of sale and distribution, and promote Clipper use.
- **Promote Consistent Discount Pricing** – Establish standard discount rates for fare categories and fare products offered by WETA, including frequent riders, youth, senior, disabled, and group fares/fare products.
- **Provide a Multi-Year Fare Increase Program** – Develop a planned set of regular fare increases over a multi-year period that will generally allow revenues to keep pace with the anticipated inflation of operating costs while minimizing impacts to ridership.

After significant study and public outreach, the WETA Board approved the FY2015-20 Fare Program in September 2014, which establishes consistent fare categories, streamlines fare products, promotes consistent discount pricing, and provides for an annual fare increase. WETA implemented the following fare changes for passengers on November 1, 2014. The Youth Fare eligibility was expanded from 5-12 to 5-18 years of age, and the discount was expanded from 44% to 50% of the Adult cash fare. The Active Military fare category was eliminated, but a more robust Adult discount is provided through the Clipper Program. The 10, 20, and 40 ticket books were discontinued, but a discount comparable to the 20-ticket book is provided through the Clipper Program. The first annual 3% fare increase (rounded to nearest dime) took effect on July 1, 2015 and will be increased annually for the duration of the program. Figure 2-8 shows the WETA fare structure effective as of July 2015.

Figure 2-8 WETA Fares FY2015-16

	Alameda/ Oakland	Alameda Harbor Bay	South San Francisco	Vallejo
One-Way	Standard	Standard	Standard	Standard
Adult	$6.40	$6.70	$7.40	$13.40
Adult (Clipper Only)	$4.80	$5.00	$7.20	$10.10
Youth (5-18 yrs.)	$3.20	$3.30	$3.70	$6.70
Senior/Disabled/Medicare (65+ valid ID) [1]	$3.20	$3.30	$3.70	$6.70
Children (under 5 with paying adult)	Free	Free	Free	Free
School Groups [2]	$2.10	$2.20	$2.40	$4.40
Short Hop - Adult [3]	$1.50	N/A	N/A	N/A
Short Hop - Youth/Senior/Disabled [3]	$0.75	N/A	N/A	N/A
Monthly Pass	N/A	N/A	N/A	$307.00
AT&T Park Event Service (one-way)	Special	No Service	No Service	Special
Adult	$7.50	N/A	N/A	$14.20
Youth (5-18 yrs.)	$5.60	N/A	N/A	$10.60
Senior/Disabled/Medicare (65+ valid ID) [1]	$5.60	N/A	N/A	$10.60
Children (under 5 with paying adult)	Free	N/A	N/A	Free

1. Seniors, persons with disabilities and Medicare cardholders may ride at a discount if they hold a Regional Transit Connection Discount Card, Medicare card, DMV Disabled Placard ID or proof of age 65 or older.
2. To qualify, school groups must call (415) 705-8214 for advance approval and reservations.
3. One-way between Oakland and Alameda or between the SF Ferry Building and Pier 41.

2.5 REVENUE FLEET

The WETA fleet currently consists of 12 vessels. All vessels have capacity for bicycles and at least four mobility devices and can accommodate additional devices on a case-by-case basis. Vessel capacity and other key attributes are detailed in Figure 2-9.

Figure 2-9 WETA Vessel Fleet

Vessel	Year Built	Passenger Capacity	Bike Racks/ Max Bikes	Service Speed (knots)
Peralta	2001	331	20 / 50	26
Encinal	1985	395	20 / 60	25
Bay Breeze	1994	250	20 / 50	26
Gemini	2008	149	34 / 34	26
Pisces	2009	149	34 / 34	26
Scorpio	2009	199	34 / 34	26
Taurus	2010	199	34 / 34	26
Vallejo	1991	267	20 / 30	34
Intintoli	1996	349	20 / 30	34
Mare Island	1996	330	20 / 30	34
Solano	2004	320	20 / 30	34
Express II[1]	1995	149	20 / 30	28

1. The Express II was retired early (2012) due to its poor operating condition.

2.6 EXISTING FACILITIES

Figure 2-10 provides a summary of the WETA system facilities. As noted in the figure, some of the facilities WETA uses are owned and maintained by other entities.

Figure 2-10 Existing WETA Facilities

Facility	Year Built	Location	Features	Bike Racks/ Lockers	Vehicle Parking
Alameda Main Street Terminal	1990	2990 Main Street, Alameda, CA 94501	One berthing slip, covered passenger waiting area, restrooms. The City of Alameda retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	62 / 8	324
Alameda Harbor Bay Terminal	1992	215 Adelphian Way, Alameda, CA 94502	Two berthing slips, covered passenger waiting area, restrooms. The City of Alameda retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	20 / 16	250
AT&T/China Basin Terminal	2000	24 Willie Mays Plaza, San Francisco, CA 94107	One berthing slip. The Port of San Francisco owns all landside and waterside facilities, which are licensed for use by WETA.	20 /0	0
Oakland Terminal	1990	10 Clay Street, Oakland, CA 94607	Two berthing slips, covered passenger waiting area, public access pier. The Port of Oakland retains ownership of landside facilities and pier; WETA owns waterside facilities including floats and gangways.	6 / 0	0
Downtown San Francisco Ferry Terminal - Gates B & E	2003	1 Ferry Building, San Francisco, CA 94105	Four berthing slips and 1 bus loading zone licensed for WETA use by the Port of San Francisco. This is the principal terminal for WETA services. The Port of San Francisco owns all landside and waterside facilities, which are licensed for use by WETA.	30 / 0 + bike share	0
San Francisco WETA Administrative Office	2011	Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111	Administrative offices and two layover berths (no passenger loading). The pier and office facility is owned by the Port of San Francisco and leased to WETA; WETA owns waterside facilities including floats and gangways.	0 / 0	0
San Francisco Pier 41	1981	Pier 41, San Francisco, CA 94133	Four slips owned by the Port of SF, leased to Blue & Gold Fleet and licensed for use by Blue and Gold Fleet, WETA's contract operator.	10 / 0	0
South San Francisco Terminal	2012	911 Marina Boulevard, South San Francisco, CA 94080	Two berthing slips, covered passenger waiting area, pier, restrooms. The San Mateo County Harbor District retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	12 / 12	35
Vallejo Terminal	1999	289 Mare Island Way, Vallejo, CA 94590	Two berthing slips, bus loading zone, covered passenger waiting areas, ticket sales outlet, restrooms. The City of Vallejo retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	26 / 16	0
North Bay Operations and Maintenance Facility	1997	477 Waterfront Ave, Vallejo	Operation and maintenance base for WETA's North Bay ferry vessel fleet, five berthing slips for overnight mooring (limited passenger loading). The City of Vallejo/Lennar Mare Island retains ownership of landside facilities; WETA owns waterside facilities including floats & gangways.	0 / 0	0

3 GOALS, OBJECTIVES AND STANDARDS

3.1 BACKGROUND

In developing this chapter, the agency revisited historical planning studies and the goals and metrics proposed in the agency's first SRTP (FY 2012-21), as well as more recent planning efforts that inform WETA's overall strategic management approach.

3.2 MISSION AND VISION

In August 2008, the WETA Board adopted the following Mission Statement for the organization:

> WETA is a regional agency with responsibility to develop and operate a comprehensive Bay Area regional public water transportation system. WETA shall also provide water transportation services in response to natural or man-made disasters.

At the same time, the Board approved a Vision for how WETA would pursue its Mission:

> Establish and operate a regional ferry system that connects communities, reduces congestion and provides an emergency response capability.

Taken together, the Mission and Vision describe and characterize WETA's multiple functional roles in the regional transportation network.

3.3 PERFORMANCE MEASURES AND STANDARDS

3.3.1 System-wide Performance Targets Policy

Transit system performance measures help provide a consistent framework for measuring the efficiency and quality of transit services and also serve as a tool for the effective management and planning of transit services. In June 2015, the WETA Board developed and adopted a policy[1] for managing the ferry system on a regular basis, utilizing a set of performance measures and related standards for WETA services. This policy calls for ferry service to be evaluated against the adopted metrics on a quarterly and annual basis, and for service enhancements to be planned in such a way that performance on existing services is not significantly impaired.

Each of the performance measures defined in the policy includes a minimum value, target value, and maximum value. Services will be managed towards the target, but it is understood that performance fluctuates over time; the minimum and maximum values define a range of acceptable outcomes to allow for variability around the target. The maximum value is a new concept, essentially representing a trigger that will justify new or enhanced service for routes that are experiencing an excess of demand. While service enhancements such as increased frequency or larger vessels will be popular with riders, they will also reduce the productivity of a service for

[1] WETA System Performance Targets Policy, adopted June 4, 2015.

a period of time as the service attracts new riders. Therefore, after an enhancement in service, it may take some time for a service to return to minimum or target levels of productivity.

The performance targets policy establishes minimum levels of performance to provide a goal for expansion projects and also as a threshold of fiscal sustainability for existing services. In the case of a service drop below the minimum standards for a sustained period of time, WETA shall consider service alterations such as cutting service, redesigning schedules or re-structuring routes. WETA will strive to design any remedial actions to minimize effects on passengers and will hold its mission as an emergency response agency above all whenever it re-designs its services.

3.3.1 Performance Measures and Standards

The performance evaluation measures from the System Performance Targets Policy and the associated minimum, target, and maximum standards for WETA services are summarized in Figure 3-1 and then described in more detail below. The performance measures are intended to evaluate the competitiveness and fiscal sustainability of both existing and new WETA ferry services. The measures are expressed in three ways: minimum, target and maximum (as applicable). Minimum levels are what will be required after the initial 10 years of operation. Target levels are consistent with expected performance of mature services such as Alameda/Oakland, Vallejo, and Harbor Bay. When a particular service achieves maximum levels, this indicates that a service enhancement or increase may be justified. After a service enhancement has been introduced, there will be a four year recovery period, allowing the service to regain minimum and target levels of productivity.

Figure 3-1 Summary of Performance Measures and Standards

Measure	Standard
Passengers per Revenue Hour (Commute-only services)	Minimum: 100 Target: 150 Maximum: 250
Passengers per Revenue Hour (All-day services)	Minimum: 100 Target: 125 Maximum: 250
Farebox Recovery	Minimum: 40% Target: 50-70% Maximum: 100%
Peak Hour Occupancy	Minimum: 50% Target: 60-75% Maximum: 80%

For future iterations of the SRTP, WETA will fully report on the performance metrics described here. To enable the agency to collect, analyze, and report on its performance more efficiently, WETA has begun the process to create a data collection and tracking system that will allow consistent and efficient data reporting across all services. The agency will work closely with the contractor to ensure that their reporting allows performance on these adopted standards to be measured and reported.

Passengers per Revenue Hour – Commute-only services

Measures: Ratio of total passenger boardings to total revenue service hours

Standard: *Minimum:* 100

Target: 150

Maximum: 250

Discussion: This measure provides an evaluation of ridership and the efficiency of operating resources. Services that have high two-way ridership along with a short travel time, enabling vessels to offer multiple runs in a given commute period will be strong performers.

Passengers per Revenue Hour – All-day services

Measures: Ratio of total passenger boardings to total revenue service hours

Standard: *Minimum:* 100

Target: 125

Maximum: 250

Discussion: This measure provides an evaluation of ridership and the efficiency of operating resources. All-day services typically operate seven days per week and generally from 6 AM up to 8 PM. Today, only Alameda/Oakland and Vallejo are all day services. The target for Passengers per Revenue Hour is slightly lower, given lower volumes in the midday and off-peak periods.

Farebox Recovery

Measure: The ratio of total fare revenue to total operating cost

Standard: *Minimum:* 40%

Target: 50-70%

Maximum: 100%

Discussion: The farebox recovery ratio reflects ridership and fare levels operating expense, and financial sustainability. This illustrates service effectiveness, efficiency and productivity. Note that for special event services, WETA's objective is to recover the full incremental cost of this discretionary service through farebox or other special revenues identified for this event.

Peak Hour Occupancy

Measure: Ratio of the number of boardings to available vessel capacity, measured for all peak direction departures during the highest ridership hour of a given commute service

Standard: *Minimum:* 50%

Target: 60-75%

Maximum: 80%

Discussion: Peak hour occupancy indicates ridership demand and provides guidance for vessel deployment and service planning. High levels of peak hour occupancy indicate the possibility of leave-behinds or standees and would require corrective action.

4 SERVICE AND SYSTEM EVALUATION

4.1 SYSTEM-WIDE EVALUATION

In FY2012-13, WETA began its first full year operating each of the three ferry services that were transitioned from the cities of Alameda and Vallejo to WETA over the course of 2011 and 2012. WETA also began a new service to South San Francisco in June 2012, which has now been in operation for three full fiscal years. This chapter provides an overview of service levels, ridership, expenses, revenues, and performance metrics from FY2012-13 through FY2014-15, first at a system-wide level, and subsequently for each individual route.

4.1.1 Service and Usage

The three statistics used for tracking service and usage are vehicle revenue hours, vehicle revenue miles, and total passengers. System-wide, service levels increased slightly over the three-year period, with a per-year average increase in vehicle revenue hours of 2% and an average increase in vehicle revenue miles of 1% per year. Though the net change in hours and miles was small, individual routes did experience more significant changes in service levels, as schedules and vessel assignments were adjusted to capitalize on growth in passenger demand. Details of these changes are noted in the route-specific sections that follow the system-wide discussion.

During the three-year performance period, system ridership increased by an average of 11% per year from approximately 1.5 million total passengers in FY2012-13 to approximately 2.1 million in FY2014-15 as the Bay Area economy improved. Another factor contributing to increased ridership was the closure of the Bay Area Rapid Transit (BART) District system for a total of nine commute days due to labor strikes in July and October 2013. In FY2013-14, the year of the BART strikes, overall system ridership increased by 27%. The following year, passenger levels increased again, growing by 8% for FY2014-15. Many commuters cite the BART strike as being an impetus for trying the ferry, and many have remained customers since. Service and usage details for the WETA system as a whole are shown in Figure 4-1.

4.1.2 Performance

To determine system performance, the operating statistics above were combined with information about operating costs and revenues (both fares and subsidies). The following metrics were used to analyze the service productivity, cost-efficiency, and cost-effectiveness of WETA service:

Service Productivity: Passengers per revenue hour of service
Passengers per revenue mile of service

Cost-Efficiency: Operating cost per hour of revenue service
Operating cost per revenue mile of service

Cost-Effectiveness: Farebox recovery ratio (fare revenues as a percentage of operating costs)
Average fare (fare revenues divided by total passengers)

In addition, per the WETA System Performance Targets Policy described in Chapter 3, a new occupancy metric is being introduced in this SRTP:

Peak Occupancy: For trips departing in the peak hour, in the peak direction, the number of passenger boardings as a fraction of available vessel capacity

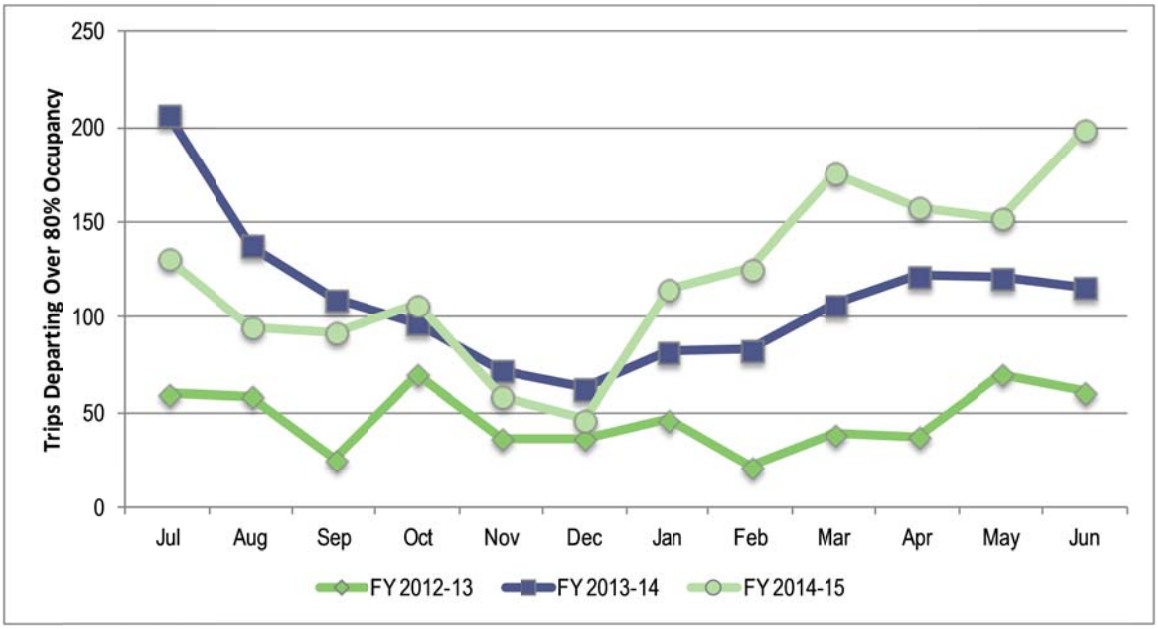
The total number of trips each month that depart with passenger loads above the maximum occupancy standard

Figure 4-1 provides the systemwide values for the first seven of these performance metrics. The eighth metric—number of trips that depart over maximum occupancy—is depicted in Figure 4-2.

Figure 4-1 System-wide Operating Statistics and Performance Metrics

	FY2012-13	FY2013-14	FY2014-15
Operating Statistics			
Service and Usage			
Vehicle Revenue Hours	14,577	15,309	15,316
Vehicle Revenue Miles	294,996	310,613	308,102
Total Passengers	1,563,896	1,979,141	2,143,831
Subtotal Ferry	*1,510,336*	*1,925,648*	*2,091,276*
Subtotal Route 200	*53,560*	*53,493*	*52,555*
Cost			
Total Cost	$23,812,955	$25,874,415	$26,544,848
Subtotal Ferry	*$23,057,075*	*$25,199,657*	*$25,876,757*
Subtotal Route 200	*$755,880*	*$674,758*	*$668,092*
Revenue			
Passenger Farebox Revenue	$10,501,989	$13,117,524	$13,924,923
Other Revenue (Subsidy)	$13,310,966	$12,756,891	$12,619,926
Performance Metrics			
Service Productivity			
Passengers per Rev. Hour	107.28	129.28	139.96
Passengers per Rev. Mile	5.30	6.37	6.96
Cost Efficiency			
Cost per Revenue Hour	$1,631.94	$1,690.14	$1,733.03
Cost per Revenue Mile	$80.64	$83.30	$86.16
Cost Effectiveness			
Farebox Recovery Ratio	44.1%	50.7%	52.5%
Cost per Passenger	$15.21	$13.07	$12.38
Subtotal Ferry	*$15.27*	*$13.09*	*$12.37*
Subtotal Route 200	*$13.67*	*$12.61*	*$12.71*
Average Fare	$6.72	$6.63	$6.50
Subsidy per Passenger	$8.51	$6.45	$5.89
Peak Occupancy			
Peak Occupancy	49.7%	61.2%	58.3%

Figure 4-2 Systemwide Maximum Occupancy Trips by Month

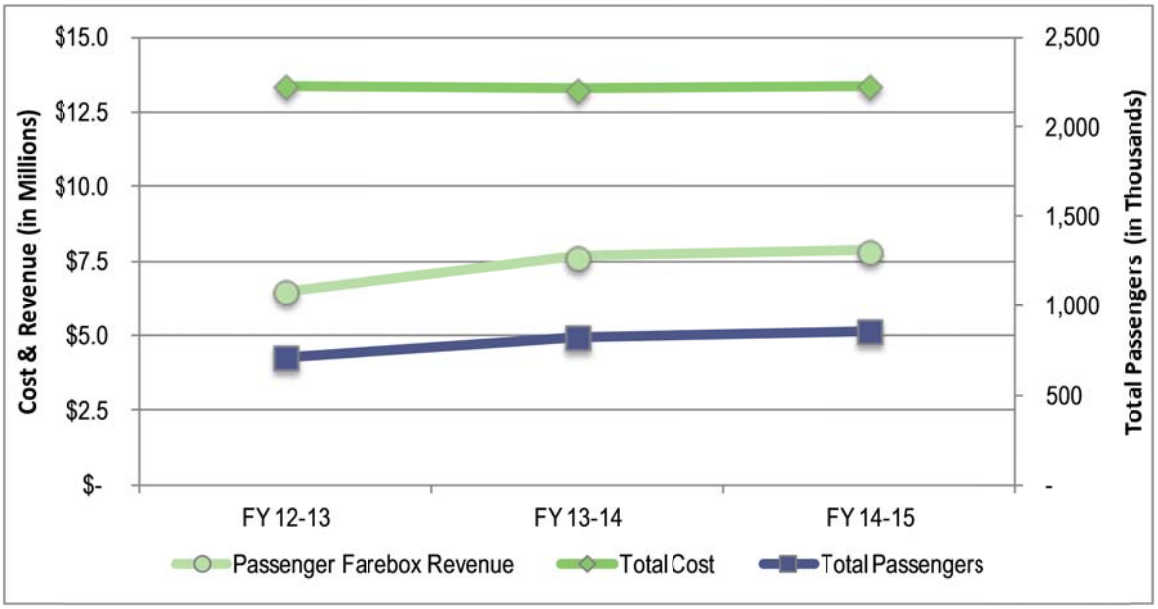


As shown in Figure 4-1, WETA has consistently improved its performance on nearly every performance measure in the past three years. The system has experienced year-over-year increases in all four service productivity and cost efficiency metrics. In the category of cost effectiveness, although average fare has decreased somewhat, cost per passenger has decreased by a wider margin, leading to a reduction in subsidy per passenger and corresponding increases in farebox recovery ratio. Peak period occupancy increased in FY2013-14, and then fell back somewhat in FY2014-15, though this can be attributed to service additions that increased total system capacity in order to accommodate strong ridership growth. This pattern can be seen more clearly in Figure 4-2, which displays the number of trips each month that departed with passenger loads over the maximum occupancy standard of 80%. Year over year, the chart shows that the increased number of full trips seen in FY2013-14 was somewhat mitigated in early FY2014-15, before increasing towards a historical record in the second half of the year.

4.2 VALLEJO SERVICE

From FY2012-13 through FY2014-15, total passengers on the Vallejo service increased by an average of 6% per year and passenger farebox revenue increased by an average of 7% annually. Total costs for service have remained relatively constant, as shown in Figure 4-3.

Figure 4-3 Vallejo Passenger Farebox Revenue, Total Cost, and Total Passengers



4.2.1 Service and Usage

The Vallejo service had a 6% average annual increase in total passengers during the three-year performance period, from approximately 713,000 to 859,000 total annual passengers (ferry and Route 200), as shown in Figure 4-4. Total passengers on the ferry service increased 7%, while total passengers on Route 200 declined by 1%. The Vallejo service saw a 5% net decrease in vehicle revenue hours and 3% net decrease in vehicle revenue miles from FY2012-13 through FY2014-15, as unproductive midday or reverse commute ferry trips were eliminated and replaced by bus service.

Figure 4-4 Vallejo Service Levels and Usage

	FY 2012-13	FY 2013-14	FY 2014-15
Operating Statistics			
Service and Usage			
Total Passengers	713,300	826,715	858,665
Subtotal Ferry	*659,740*	*773,222*	*806,110*
Subtotal Route 200	*53,560*	*53,493*	*52,555*
Vehicle Revenue Hours	6,847	6,889	6,472
Vehicle Revenue Miles	182,328	188,076	176,620

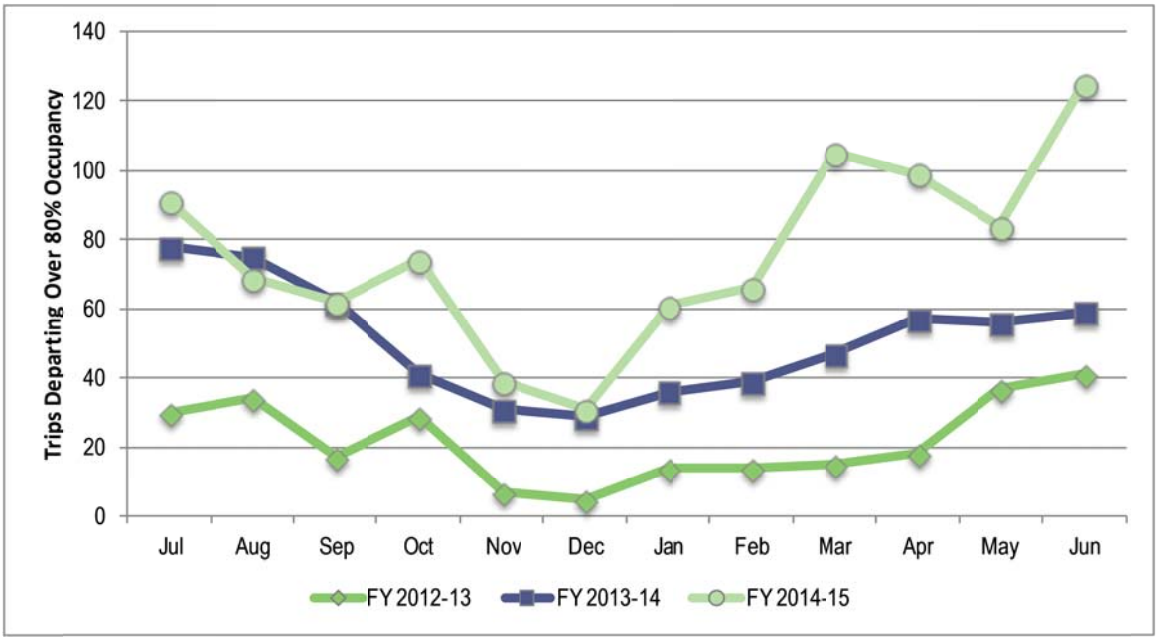
4.2.2 Performance

Figure 4-5 presents performance data for Vallejo service from FY2012-13 through FY2014-15. In the three-year performance period, the Vallejo service experienced an 8% average annual increase in passengers per revenue hour to 132 in FY2014-15, which exceeds the WETA Performance Target of 125 per hour for all day service. The Vallejo service had a 2% average annual increase in cost per revenue hour and a 1% average annual increase in cost per revenue mile, which is reflective of declining fuel prices and a net reduction in revenue miles during the three-year period. The farebox recovery ratio increased from 48.7% in FY2012-13 to 58.8% in FY2014-15, which meets the 50-70% performance target set by WETA. The cost per passenger declined by a net total of 17% over the three-year period, while subsidy per passenger decreased by a net total of 33%. Overall the average fare per passenger did not change within the performance period. Peak hour occupancy significantly increased to 74.5% in FY2014-15, which is at the top end of the target range for this metric. Figure 4-6 provides an illustration of the increase in occupancy over time, by displaying the number of trips each month that depart over the maximum occupancy standard of 80%. As can be seen in the figure, the number of full trips each month has been increasing year over year.

Figure 4-5 Vallejo Performance Metrics

	FY 2012-13	FY 2013-14	FY 2014-15
Performance Metrics			
Service Productivity			
Passengers per Rev. Hour	104.18	120.04	132.67
Passengers per Rev. Mile	3.91	4.40	4.86
Cost Efficiency			
Cost per Revenue Hour	$1,845.16	$1,828.46	$1,966.12
Cost per Revenue Mile	$69.29	$66.95	$72.05
Cost Effectiveness			
Farebox Recovery Ratio	48.7%	57.8%	58.8%
Cost per Passenger	$18.74	$16.05	$15.60
Subtotal Ferry	*$19.15*	*$16.29*	*$15.79*
Subtotal Route 200	*$13.67*	*$12.61*	*$12.71*
Average Fare	$9.13	$9.28	$9.18
Subsidy per Passenger	$9.64	$6.76	$6.42
Peak Occupancy			
Peak Occupancy	65.2%	73.9%	74.5%

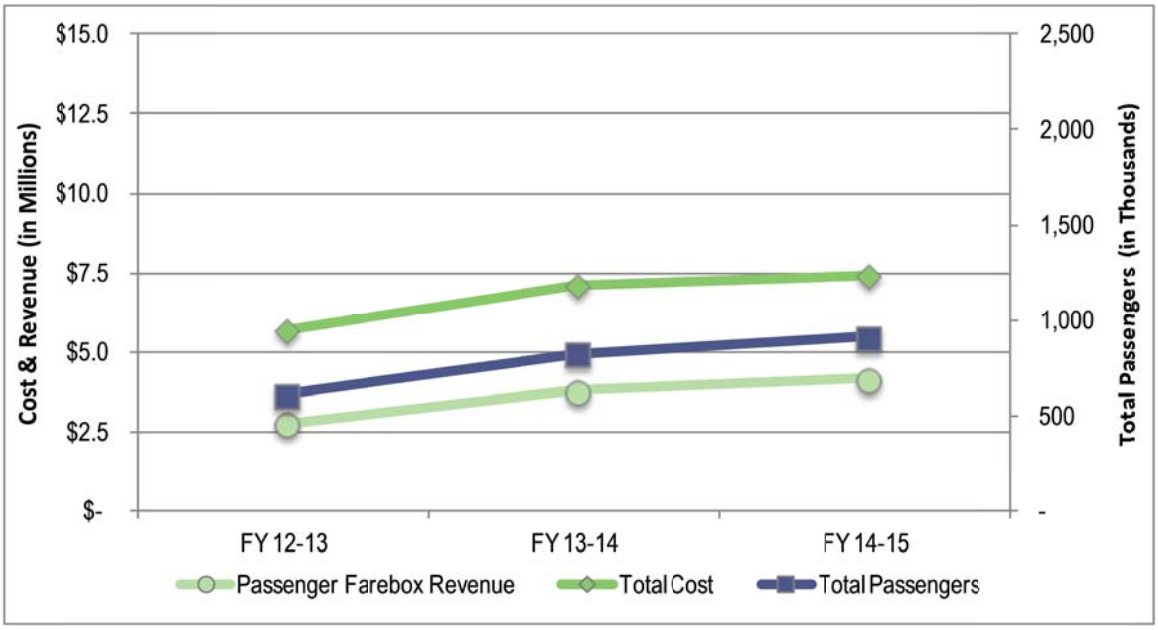
Figure 4-6 Vallejo Maximum Occupancy Trips by Month



4.3 ALAMEDA/OAKLAND SERVICE

From FY2012-13 through FY2014-15, total passengers on the Alameda/Oakland service increased by an average of 14% per year and passenger farebox revenue increased by an average of 15% per year. Total costs for the service increased by an average of 9% per year, as shown in Figure 4-7.

Figure 4-7 Alameda/Oakland Passenger Farebox Revenue, Total Cost, and Total Passengers



4.3.1 Service and Usage

Over the three-year performance period, total passengers increased by an average of 14% per year on the Alameda/Oakland service, from 609,000 to 911,000 total annual passengers. Over the same period, net vehicle revenue hours increased by 14% and net vehicle revenue miles grew by 19%, as shown in Figure 4-8. The most significant enhancement of the Alameda/Oakland service occurred in April 2014, when the frequency of peak period service increased from 60 to 30 minutes and gaps were closed in the off peak service schedule.

Figure 4-8 Alameda/Oakland Service Levels and Usage

	FY2012-13	FY2013-14	FY2014-15
Operating Statistics			
Service and Usage			
Total Passengers	608,960	821,633	911,473
Vehicle Revenue Hours	4,683	5,179	5,348
Vehicle Revenue Miles	55,262	61,742	65,706

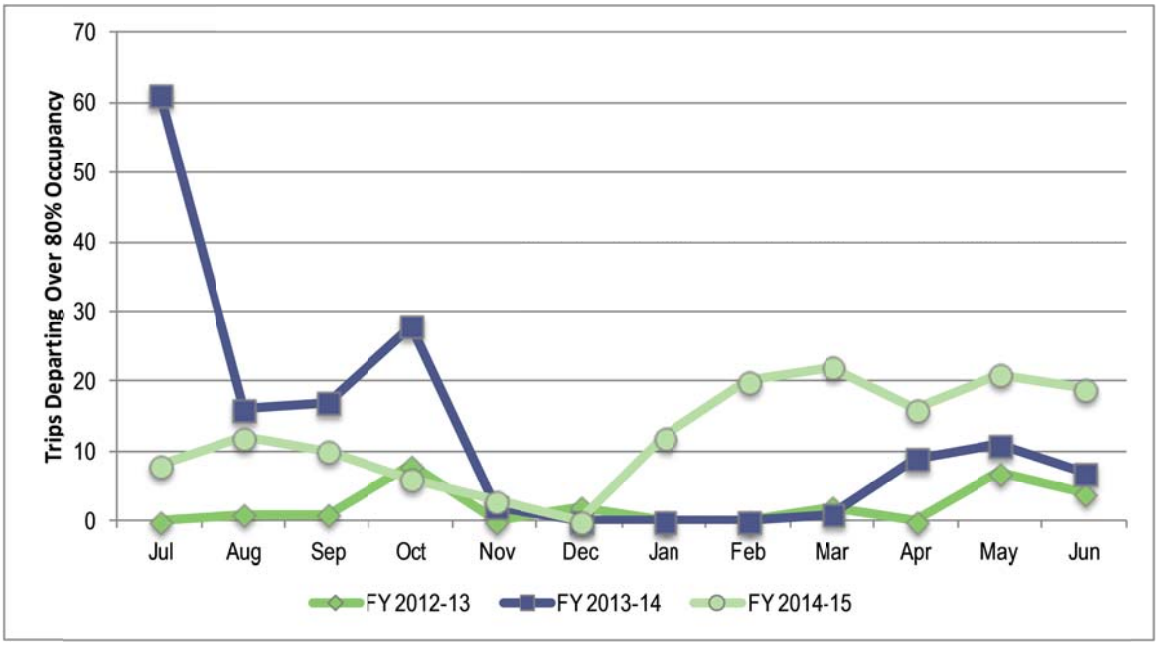
4.3.1 Performance

presents performance data for Alameda/Oakland service from FY2012-13 through FY2014-15. In the three-year performance period, the Alameda/Oakland service experienced a 9% average annual increase in passengers per revenue hour to 170 in FY2014-15, which exceeds the WETA Performance Target of 125 per hour for all day service. The Alameda/Oakland service had a 5% average annual increase in cost per revenue hour and a 3% average annual increase in cost per revenue mile in the three-year period. These increases are reflective of service level increases during this period. The farebox recovery ratio for Alameda/Oakland service increased from 48.5% in FY2012-13 to 56.0% in FY2014-15, which meets the 50-70% performance target set by WETA. The cost per passenger declined by a net total of 13% over the three-year period, while subsidy per passenger decreased by a net total of 25%. Overall the average fare per passenger did not change within the three-year performance period. Peak hour occupancy increased significantly in FY2013-14 due to ridership growth, but then decreased slightly the following year to 56.8% in FY2014-15 as service was enhanced, remaining slightly below the target range for this metric. Figure 4-10 shows the number of trips that departed over the maximum occupancy standard of 80%, by month, for the entire performance period. The chart shows the very high number of full trips in early 2014 that prompted service additions, as well as recent gains in occupancy in the latter half of FY2014-15.

Figure 4-9 Alameda/Oakland Performance Metrics

	FY2012-13	FY2013-14	FY2014-15
Performance Metrics			
Service Productivity			
Passengers per Rev. Hour	130.04	158.65	170.43
Passengers per Rev. Mile	11.02	13.31	13.87
Cost Efficiency			
Cost per Revenue Hour	$1,216.54	$1,372.93	$1,392.77
Cost per Revenue Mile	$103.09	$115.16	$113.36
Cost Effectiveness			
Farebox Recovery Ratio	48.5%	53.5%	56.0%
Cost per Passenger	$9.36	$8.65	$8.17
Average Fare	$4.54	$4.63	$4.57
Subsidy per Passenger	$4.82	$4.03	$3.60
Peak Occupancy			
Peak Occupancy	47.5%	58.4%	56.8%

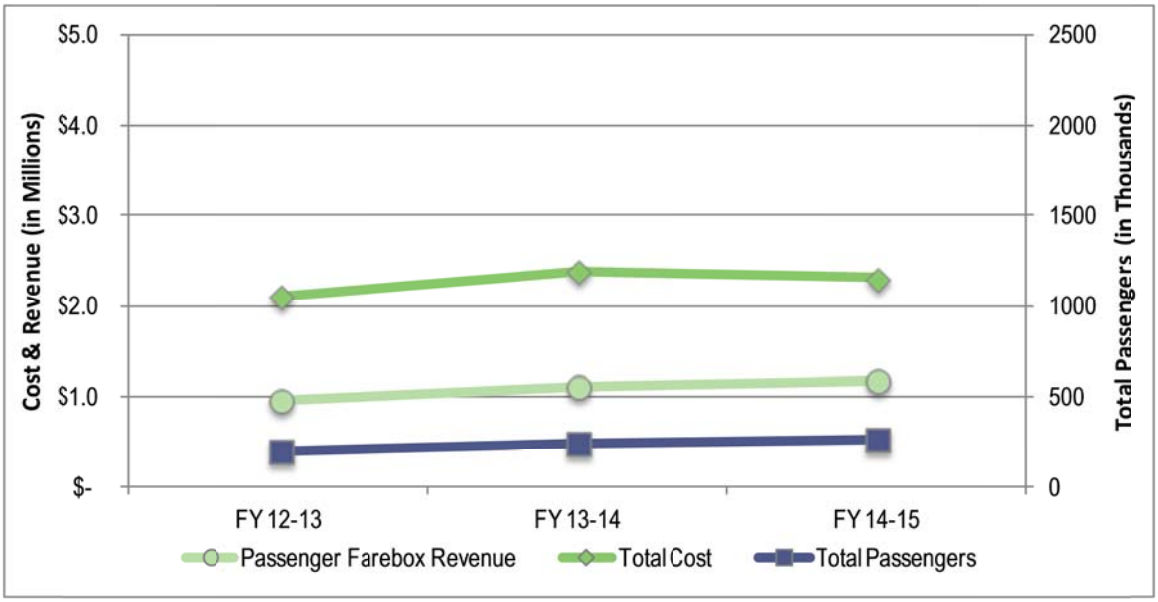
Figure 4-10 Alameda/Oakland Maximum Occupancy Trips by Month



4.4 ALAMEDA HARBOR BAY SERVICE

From FY2012-13 through FY2014-15, total passengers on the Alameda Harbor Bay service increased by an average of 9% per year and passenger farebox revenue increased by an average 7% per year. Total costs for service increased by 3% per year on average during the same period, as shown in Figure 4-11.

Figure 4-11 Harbor Bay Passenger Farebox Revenue, Total Cost, and Total Passengers



4.4.1 Service and Usage

The Alameda Harbor Bay service saw a 9% average annual increase in total passengers during the three-year performance period, increasing from 203,000 to 266,000 total annual passengers as shown in Figure 4-12. Vehicle revenue hours and vehicle revenue miles both peaked in FY2013-14 due to extra departures added during the BART strike and Bay Bridge closures; however, service levels return to historical levels in FY2014-15. In May 2014, an additional afternoon run was permanently added to the schedule. This enhancement did not result in a net change to vehicle revenue hours or miles for this service due to the subsequent interlining of Harbor Bay crews with other WETA services.

Figure 4-12 Alameda Harbor Bay Service Levels and Usage

	FY2012-13	FY2013-14	FY2014-15
Operating Statistics			
Service and Usage			
Total Passengers	203,131	246,695	266,304
Vehicle Revenue Hours	1,508	1,575	1,539
Vehicle Revenue Miles	34,052	35,265	34,569

4.4.2 Performance

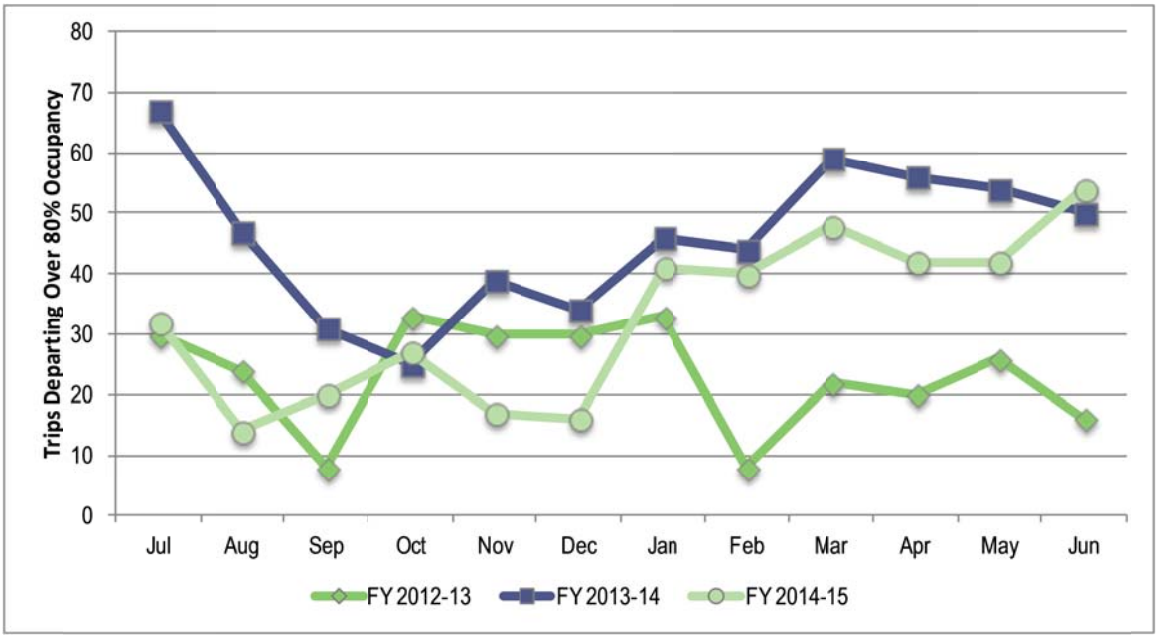
Figure 4-13 presents performance data for Alameda Harbor Bay service from FY2012-13 through FY2014-15. In the three-year performance period the Alameda Harbor Bay service saw a 9% average annual increase in passengers per revenue hour to 173 in FY2014-15, which exceeds the WETA Performance Target of 150 per hour for commute-only service. The Alameda Harbor Bay service cost per revenue hour and cost per revenue mile both increased by an average of 3% per year in the performance period, consistent with cost increases in the contract operator rates. The farebox recovery ratio increased from 45.7% in FY2012-13 to 51.0% in FY2014-15, which meets the 50-70% performance target set by WETA. The cost per passenger declined by net total of 16% during the three-year period, while subsidy per passenger decreased by a net total of 24%. The average fare per passenger declined during the three-year period, but is expected to increase going forward as annual inflation adjustments are made to fare levels across the WETA system. Peak hour occupancy increased significantly in FY2013-14 due to ridership growth, but then decreased significantly the following year to 56.8% in FY2014-15 as service was enhanced, remaining below the target range for this metric.

Figure 4-14 shows the number of trips that departed over the maximum occupancy standard, by month, during the three-year performance period. The service additions in early FY2014-15 reduced the number of full trips as compared to the prior year, but as ridership growth has continued, the number of trips over the maximum standard has increased as well.

Figure 4-13 Alameda Harbor Bay Performance Metrics

	FY2012-13	FY2013-14	FY2014-15
Performance Metrics			
Service Productivity			
Passengers per Rev. Hour	134.68	156.63	173.04
Passengers per Rev. Mile	5.97	7.00	7.70
Cost Efficiency			
Cost per Revenue Hour	$1,389.24	$1,508.16	$1,498.50
Cost per Revenue Mile	$61.53	$67.36	$66.71
Cost Effectiveness			
Farebox Recovery Ratio	45.7%	46.4%	51.0%
Cost per Passenger	$10.32	$9.63	$8.66
Average Fare	$4.71	$4.47	$4.41
Subsidy per Passenger	$5.60	$5.16	$4.25
Peak Occupancy			
Peak Occupancy	66.3%	76.1%	51.3%

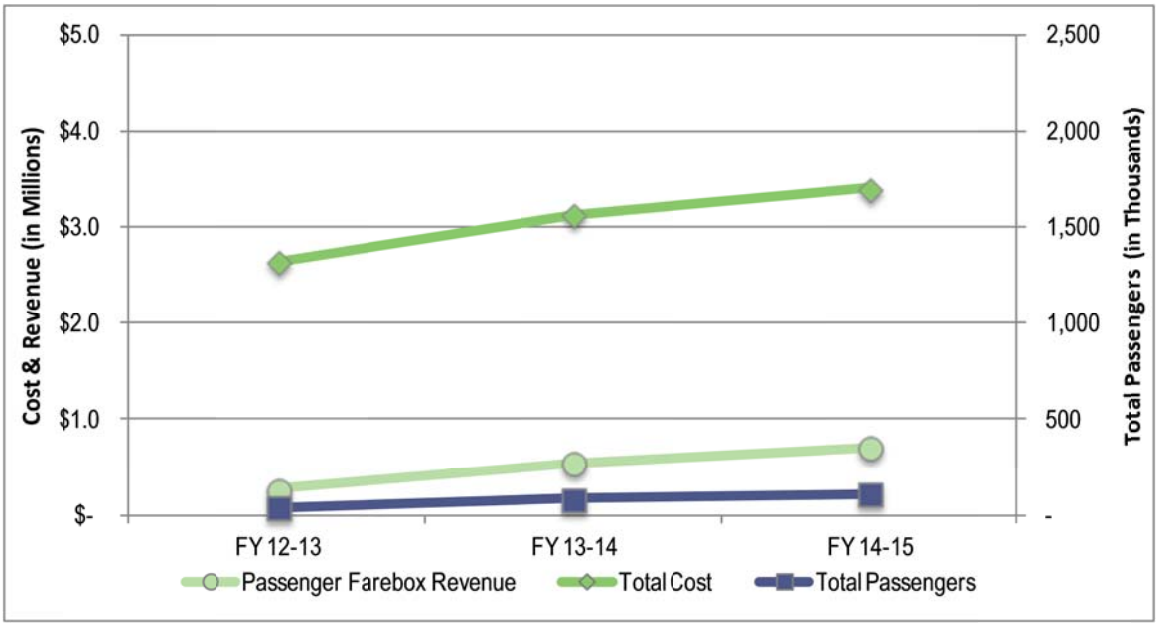
Figure 4-14 Alameda Harbor Bay Maximum Occupancy Trips by Month



4.5 SOUTH SAN FRANCISCO SERVICE

Since the launch of the South San Francisco service in June 2012, total passengers have increased by an average of 38% per year and passenger farebox revenue has increased by an average of 37% per year during the three-year performance period. Total costs for service increased by 9% per year on average, as shown in Figure 4-15.

Figure 4-15 South San Francisco Passenger Farebox Revenue, Total Cost, and Total Passengers



4.5.1 Service and Usage

The South San Francisco service saw a 38% annual average increase in total passengers over the three-year performance period, increasing from 41,000 to 107,000 total annual passengers, as shown in Figure 4-16. Over the same period, net vehicle revenue hours increased by 8% and net vehicle revenue miles by 10%. Significant enhancements of the South San Francisco service occurred in May 2013, when an additional PM departure was added during the peak period, and in May 2014, when non-revenue deadhead service to San Francisco was converted to revenue service. After 3 years of operations, ridership on the South San Francisco service is approaching volumes similar to those seen on the Alameda Harbor Bay service after its first 15 years of operation.

Figure 4-16 South San Francisco Service Levels and Usage

	FY2012-13	FY2013-14	FY2014-15
Operating Statistics			
Service and Usage			
Total Passengers	40,505	84,098	107,389
Vehicle Revenue Hours	1,539	1,666	1,957
Vehicle Revenue Miles	23,354	25,530	31,207

4.5.2 Performance

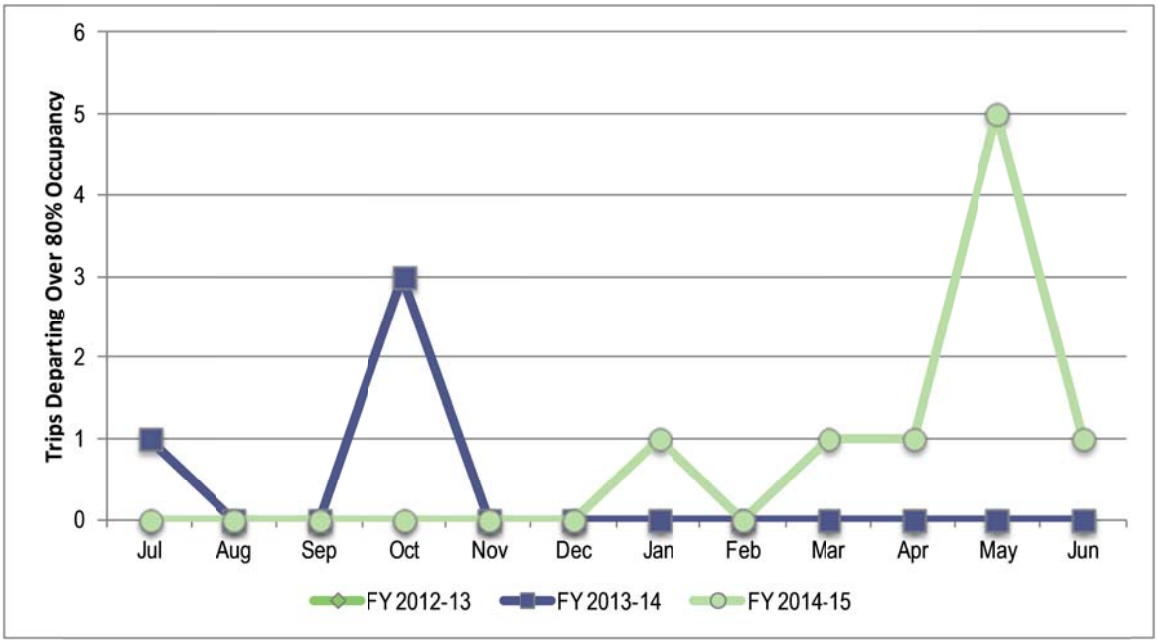
Figure 4-17 presents performance data for South San Francisco service between FY2012-13 and FY2014-15. In the three-year performance period, passengers per revenue hour on the South San Francisco service increased by an average of 28% per year to 54 in FY2014-15, which does not meet the WETA performance target of 150 passengers per revenue hour for commute-only service. This new service is still maturing, and strong passenger growth in the first few years suggests that the performance target could be reached within the next three to four years. Over the performance period, the service saw no significant changes in cost per revenue hour or revenue mile. The farebox recovery ratio doubled from 10.3% in FY2012-13 to 20.6% in FY2014-15, which does not meet the 50-70% farebox recovery performance target set by WETA. The cost per passenger declined by 51% over the three-year period, while the subsidy per passenger declined by net total of 57%. Overall the average fare per passenger did not change within the three-year performance period. Peak hour occupancy was very low at only 20.0% in FY2012-13. Since then, this metric has grown considerably, reaching 50.2% in FY2014-15, just above the minimum standard for this metric.

Figure 4-18 shows the number of trips that depart above the maximum occupancy standard, by month. At this time, very few trips on this route are full enough to prompt consideration of service additions.

Figure 4-17 South San Francisco Performance Metrics

	FY2012-13	FY2013-14	FY2014-15
Performance Metrics			
Service Productivity			
Passengers per Rev. Hour	26.32	50.42	54.85
Passengers per Rev. Mile	1.73	3.29	3.44
Cost Efficiency			
Cost per Revenue Hour	$1,709.49	$1,871.29	$1,735.11
Cost per Revenue Mile	$112.65	$122.26	$108.86
Cost Effectiveness			
Farebox Recovery Ratio	10.3%	17.3%	20.6%
Cost per Passenger	$64.95	$37.12	$31.64
Average Fare	$6.67	$6.40	$6.53
Subsidy per Passenger	$58.28	$30.71	$25.11
Peak Occupancy			
Peak Occupancy	20.0%	36.1%	50.2%

Figure 4-18 South San Francisco Maximum Occupancy Trips by Month



4.6 OTHER SERVICE PLANNING ACTIVITIES

4.6.1 Community Based Transportation Plans

MTC Lifeline Transportation Program supports projects that address mobility and accessibility needs in low-income communities throughout the region. The program is funded by a combination of federal and state operating and capital funding sources, including the Federal Transit Administration's (FTA) formula funding and the California State Transit Assistance fund. This program funds Community Based Transportation Plans (CBTPs) in low income and other identified "communities of concern." The 2009 Alameda CBTP plan, led by staff from Alameda County, looked at ways to improve transportation from key neighborhoods in the City of Alameda and listed priorities including access to the Alameda/Oakland Ferry. The Alameda CBTP included significant outreach, and some of responses related to the Alameda/Oakland ferry service were:

- Respondents reported that the ferry terminal is difficult to access without a car.
- The majority of ferry passengers reported driving or getting dropped off at the Alameda terminal by car.
- In addition, transit buses are reportedly not well-timed with the ferry, causing passenger delays.

Since the Alameda CBTP was completed, WETA has worked with the cities of Alameda and Oakland on efforts to improve access to the ferry terminals; with AC Transit on how to better improve connections between the ferry and bus service; and with City and County staff on improving bicycle access to the ferry terminals. These activities are discussed in more detail below. WETA will continue to work with the County and other agencies as they consider the CBTP priorities in planning transportation improvements that connect or affect ferry service.

4.6.2 Alameda Terminal Access Study

In the spring of 2013, WETA began the Alameda Terminal Access Study to address the access issues to ferry service from limited parking, bicycle storage and bus service. WETA staff in coordination with City and AC Transit staff, held a series of public workshops that sought community feedback on ways to improve access to the Main Street and Harbor Bay terminals. Staff is working collaboratively with the City and other partners on parking strategies, and the final plan will include a focus on alternative modes such as buses, shuttles, bicycles, and pedestrian improvements, consistent with guidance provided in the Terminal Access Policy, which was adopted by the WETA Board in June 2015. WETA anticipates that a draft Access Plan for the Alameda terminal will be released in early 2016.

4.6.3 Transbay/Core Capacity Study

In 2014, a partnership between the Metropolitan Transportation Commission, SFCTA, SFMTA, BART, AC Transit and Caltrain secured a federal planning grant to study the Transbay corridor and capacity constraints in the "core portion" of the central Bay Area comprised of Oakland and San Francisco. WETA provided matching funding for the study and is an active participant in the study. It is anticipated the study will conclude in mid-2017 and identify short-, medium-, and long-term solutions for transit improvements in the Transbay corridor necessary to expand system capacity including new BART, bus, and ferry infrastructure and services. The study will provide information for the Regional Transportation Plan and any potential future tax or bridge toll measures funding transportation.

4.6.4 Title VI Analysis

As a recipient of federal funds, WETA prepared its 2015 Title VI Program in accordance with FTA Circular 4702.1B, dated October 1, 2012. Circular 4702.1B provides guidance for transit agencies and other federal funding recipients to ensure that services are provided in a manner that is nondiscriminatory and without respect to the minority or income status of its current or potential riders. Title VI of the Civil Rights Act of 1964 specifies that "no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

The Title VI analysis concluded that WETA does not provide transit service in a discriminatory manner and that low-income and minority populations are provided with an equivalent level and quality of service as non-low-income and non-minority populations.

WETA strives to ensure that equal opportunities are afforded to all individuals in its service area without regard to race, color, religious creed or national origin, as they relate to community participation in local transit planning, policy and decision-making processes. Meaningful public outreach and involvement opportunities are created at initiation of planning efforts, consideration of fare or service changes, and implementation of new services. Participation is sought from all community members including minority, low-income, and LEP populations. Related activities include:

- Regular meetings to solicit input from riders about existing ferry service and proposed plans for ferry service expansion. Meetings are held in locations accessible to transit and at times that are convenient for low-income and minority communities.
- Notices to riders in English, Spanish, and Chinese regarding major service changes or decreases in benefits, which is consistent with the LEP plan. Additionally, WETA provides information on its website about free telephone translation services.
- WETA also provides notice for Spanish and Chinese speakers that free in-person translators are available for a scheduled meeting or public hearing regarding proposed decreases in benefits or services, if requested five business days prior to the event.

The WETA Title VI report, adopted by the Board May 7, 2015, can be found on the WETA website or by contacting WETA staff.

4.6.1 FTA Triennial Review

The FTA July 22, 2015 Triennial Review found WETA's compliant in 14 of the 17 areas required, but found deficiencies in: Technical Capacity- Inactive grants/untimely grant closeouts; Procurement- No FTA clauses & Lacking required cost/price analysis; and Drug-Free Workplace/ Drug and Alcohol Program- Drug-free workplace policy lacking required elements. The FTA Report set out a corrective action and schedule for the deficiencies, which WETA resolved by the deadline of October 22, 2015.

5 OPERATING PLAN AND BUDGET

This chapter outlines the proposed Operating Plan and Operating Budget for WETA's existing ferry system and potential new expansion ferry services that are expected to be implemented over the 10-year horizon of the SRTP. The Operating Plan recognizes the importance of offering a core level of existing services while also maintaining an operating reserve that will preserve flexibility into the future. The Operating Budget includes a description of major budget assumptions, a discussion of system operating revenues assumed to be available over the SRTP period, and a summary of system expenses by route.

5.1 OPERATING PLAN

This section describes the plans for continuation of existing ferry services as well as implementation of two new services within the 10-year horizon of the SRTP. Figure 5-3 Figure 5-3 (presented later in this chapter), provides further details on the Operating Plan for each year of the forecast period, including the timing of anticipated service changes and the revenue vehicle hours and service miles required to operate the ferry services described below.

5.1.1 Existing Services

In FY2012-13, WETA began its first full year operating each of the three ferry services that were transitioned from the cities of Alameda and Vallejo to WETA over the course of 2011 and 2012. WETA also began a new service to South San Francisco in June 2012, which has now been in operation for three full fiscal years. A brief profile of each service is provided in Figure 5-1.

Figure 5-1 WETA Existing Service, FY2014-15

Service	Service Began	Service Type	Vehicle Revenue Hours	Vehicle Revenue Miles	Total Passengers
Alameda/Oakland	April 29, 2011	All Day, Weekday & Weekend	5,348	65,706	911,473
Alameda Harbor Bay	April 29, 2011	Weekday peak only	1,539	34,569	266,304
Vallejo	July 1, 2012	All Day, Weekday & Weekend	6,472	176,620	858,665
South San Francisco	June 4, 2012	Weekday peak only	1,957	31,207	107,389

Alameda/Oakland Ferry Service

The Alameda/Oakland service continues to be a productive service. This route has experienced double-digit annual growth in passengers over each of the past three years, benefitting from the strength of the economic recovery in San Francisco and recent public exposure to the ferry service during the BART strikes. Increasing downtown employment levels and high housing prices within the city have led to a rapid rise in workers living in the East Bay who wish to commute across the Bay each day. Transbay demand is so high that other transportation options (bridges and other transit operators) are seeing record crowding, and increasing numbers of commuters from Alameda Island and Downtown Oakland are trying—and staying with—WETA service. The Operating Plan assumes an increase in service levels in FY2016-17 to accommodate recent demand growth. This service increase is anticipated to provide sufficient capacity to accommodate moderate ridership growth over the next 10 years. Based on historic ridership

trends, WETA assumes annual ridership growth rates of 15% from FY2016-17 through FY2019-20. Ridership growth is projected to slow to 8% in FY2020-21, then to 2% annually from FY2021-22 onward due primarily to peak hour vessel capacity constraints.

Alameda Harbor Bay Ferry Service

Ridership on the Alameda Harbor Bay service has significantly increased over the past five years. It is the most productive of the commute-only services serving 173 passengers per revenue hour in FY2014-15. Similar to the market trends for Alameda/Oakland service, passenger growth on the Alameda Harbor Bay ferry service is driven largely by the strong employment growth and high housing costs in San Francisco. These factors have led more and more San Francisco workers to choose to live in the East Bay. Bay Farm Island is relatively isolated from other transit options such as BART or AC Transit, making the ferry an even more attractive alternative for nearby residents. Surging ridership on the Harbor Bay service has resulted in full bicycle and automobile parking facilities. In response, WETA has launched a study of options for increasing terminal access in order to meet demand for ferry services. Based on historic ridership trends and anticipated landside access constraints, WETA is planning for growth of 5% per year. The deployment of a larger capacity vessel, as this plan assumes, will be required to accommodate forecasted ridership growth.

Vallejo Ferry Service

Ridership on the Vallejo service has increased steadily in recent years, with related improvements in farebox recovery, passengers per revenue hour, and cost per passenger measures. Continued peak period congestion on the I-80 corridor makes the ferry service highly time-competitive during commute periods with other travel modes including both automobile and bus transit options between Vallejo and San Francisco. In 2015, the route had increasing numbers of leave-behinds on multiple departures, especially the most popular evening return trips from San Francisco back to Vallejo. WETA made some adjustment to fleet assignments in FY2014-15 in order to try to accommodate the surging demand, but these changes are not enough to consistently accommodate all passengers. This plan assumes peak period service increases in FY2016-17 to accommodate this ridership growth. Based on historic ridership trends, annual ridership is assumed to grow at a rate of 11% per year from FY2016-17 through FY2019-20. Beginning in FY2020-21, ridership growth is anticipated to slow to 3% per year due to peak hour vessel capacity constraints.

South San Francisco Ferry Service

Ridership on the South San Francisco service has shown strong growth each year since service began in 2012, including 28% growth in FY2014-15 over the previous year. For workers heading to South San Francisco from residential locations in the East Bay, ferry service is an increasingly attractive commuting alternative. The South San Francisco terminal is located midway between the two transbay bridge crossings, so the quick ferry trip is more appealing than driving or having to utilize multiple transit providers via more indirect routes. Productivity levels are still on the low end for this service and it is expected that this service will still need several more years for ridership markets to mature. WETA is assuming a 12% annual increase in ridership on this service from FY2016-17 through FY2019-20 and a 10% annual increase from FY2020-21 through FY2024-25. The service has adequate capacity on current vessels to accommodate this growth. At this time, no service changes are planned.

5.1.2 Expansion Services

In June 2015, the Board of Directors approved the WETA System Expansion Policy and evaluation measures. The policy defines service goals and metrics, which will be shared with project partners in an effort to fund, develop and implement objectives for WETA services. The policy is a planning template for WETA staff and serves as an integral part of WETA's plans to expand service.

The service expansion projects currently in the pipeline are at different stages of development based on a variety of factors, including availability of capital and operational funding. Projects can be generally grouped into two types:

- **Near-Term Expansion Projects** – These projects have completed major planning milestones and secured funding commitments; they are expected to begin construction and operation within the 10-year horizon of this SRTP and their capital and operating costs are included in the financially-constrained Operating Plan and CIP.
- **Future Expansion Projects** – These projects are either still in preliminary planning or have been proposed and studied in the past, but are not currently in active development, due to issues such as financial feasibility concerns, difficult environmental conditions, or shifting priorities from local sponsors. Because of funding or project implementation uncertainty, these projects cannot be assumed to begin operations within the SRTP planning horizon, so these projects are not currently in the financially constrained plan.

Both Near-Term Expansion Projects and Future Expansion Projects are depicted in Figure 5-2. Near-Term Expansion Projects are described in more detail in the text that follows. Future Expansion Projects are discussed separately in Chapter 8.

Figure 5-2 Map of Current and Future Terminals and Facilities

The Operating Plan assumes that only the Richmond and Treasure Island expansion services will be operational within the 10-year planning period of the SRTP. These two central Bay routes

have travel times similar to the existing central Bay services and have high projected ridership relative to other potential expansion services. WETA has completed environmental review and is now beginning design and construction for the Richmond terminal project. The Treasure Island service is being developed in conjunction with a larger Treasure Island redevelopment effort, as discussed further below.

Richmond Ferry Service

The proposed Richmond service will provide commute-only service between a new terminal constructed by WETA on the Ford Peninsula in the City of Richmond and the Downtown San Francisco Ferry Terminal. The project was initially proposed in MTC Resolution 3434, the 2004 Regional Transit Expansion program. It has recently cleared a number of development milestones, allowing design, construction, and operation to proceed. There are a number of factors influencing the decision to implement the Richmond to San Francisco ferry service:

- In June of 2015, WETA signed a Cooperative Agreement with Contra Costa Transportation Authority (CCTA), which will provide an operational subsidy for ferry service between Richmond and San Francisco for 10 years.
- The capital costs necessary to construct the ferry terminal in Richmond are far lower than other proposed expansion projects.
- Current land uses around the Richmond terminal are supportive of a new transit service and the future development potential on the land surrounding the terminal is higher than other locations.
- The City of Richmond is highly motivated and has begun actively exploring how to optimize multimodal access to the future ferry terminal, such as through shuttles.
- The location of the Richmond terminal at the mid-point between Vallejo and Oakland will allow WETA to tap into an entirely new ridership market in western Contra Costa County.

Annual ridership on the Richmond service is projected to be approximately 123,000 passengers in the first full fiscal year of operations and is projected to increase by 7.1% annually thereafter. Annual service hours and miles are assumed to be 1,518 and 33,092, respectively. Details of the capital project to construct the new Richmond ferry terminal are provided in Chapter 6.

Treasure Island Ferry Service

The proposed Treasure Island ferry service is being developed and implemented by the Treasure Island Mobility Management Agency (TIMMA) in conjunction with a large-scale proposed development project on Treasure Island that will include 8,000 new housing units, restaurants, retail and entertainment venues that is being overseen by the Treasure Island Development Authority (TIDA).[2] The new ferry service between Treasure Island and the San Francisco Ferry Building is required as a condition of approval for the project to address transportation impacts created by locating thousands of new residents and other uses on the island. WETA is not responsible for any capital or operating costs of the project, but is partnering with TIMMA to serve as the operating agency for the service. WETA staff has begun negotiation of a Memorandum of Understanding (MOU) with TIMMA that would set forth the terms and conditions under which WETA would operate the future Treasure Island ferry service.

The proposed development will be organized around the new Treasure Island Ferry Terminal, which will be designed to meet the transportation needs of future residents on the island. The

[2] More information about the project can be found here: www.sftreasureisland.org

2035 projected daily ridership for the Treasure Island service is 2,475 passengers. TIDA and its developers are responsible for construction of the terminal on Treasure Island, and the purchase (or lease) of ferry vessels needed for the service. In addition, TIMMA is underwriting the operating costs necessary to provide the required level of ferry service. The operating costs for this service will be paid for through homeowners' dues, monthly passes for all residents on the new development, bridge tolls, and other TIMMA operating subsidies.

WETA is not required to allocate any funding for capital or operating costs of this service, but has planned for accommodation of the new vessels in its Downtown San Francisco Ferry Terminal Expansion and Central Bay Operations and Maintenance Facility projects. The current assumption is that ferry service will begin in FY2022-23 with one vessel and that a second vessel will be added in FY2027-28.

5.2 OPERATING BUDGET

Projected system operational expenses and revenues for the existing services and near-term expansion services are shown in Figure 5-3 Figure 5-3, presented near the end of this chapter. The following discussion presents the assumptions underlying the forecast and provides more detail on the anticipated revenue sources and available reserve funding.

5.2.1 Budget Assumptions

Operating expenses and revenues for existing services are based upon actual FY2014-15 expenses projected out for the 10-year period, utilizing the major assumptions identified below:

- Unit costs for Purchased Transportation services, including fuel reimbursements, to increase 4% annually.[3]
- Other expenses to increase 2.2% annually.
- Step increases in operating costs due to increased service hours on Vallejo and Alameda/Oakland routes in FY2016-17, and new service to Richmond added in FY2018-19. The opening of the Central Bay Operations and Maintenance Facility will also create a one-time step increase in crew costs.
- Fares to increase annually at 3% starting in FY2015-16, and continuation of current FY2014-15 to FY2019-20 Fare Program through FY2025-26.[4]
- Annual ridership increases on each service between 2% and 15%.[5] Expansion service costs for Richmond are WETA's projection of service costs based upon its existing operating agreement with Blue and Gold and the cost of other similar services. Fare revenues for Richmond service are based on the initial 10-year ridership forecast and planned passenger fares, consistent with fare levels in the Richmond MOU.
- Service costs and fare revenues for Treasure Island are still to be determined.

---

[3] The current B&GF contract will expire on 12/31/2016 with guaranteed billing rates identified through 6/30/2016. WETA has the option to extend the contract term for up to 5 additional years, through 12/31/2021. The Operating Plan does not forecast any structural changes to the contract upon renegotiation.

[4] The Vallejo Monthly pass and South San Francisco full fare are exceptions to the standard 3% annual fare increase. As described in more detail in the Board-approved FY2014-15 to FY2019-2020 Fare Program, the cost of a Vallejo Monthly pass will have slightly larger step increases over a five-year period to bring the frequent-rider discount into alignment with the discounts offered on the rest of the WETA system. Similarly, the Clipper discount on South San Francisco fares is being gradually adjusted over the next five years as part of the overall Fare Program.

[5] Ridership forecasts for each existing route are summarized in Section 5.1.1.

5.2.2 Revenue Sources

A variety of state and local funding sources are programmed and available to support nearly $500 million in operating costs contained in this 10-year plan. All revenue sources in the Operating Budget are fully committed. These include the following:

Fare Revenue

Passenger fares are projected to provide $251.5 million in revenues to support system operation over the next 10 years. To ensure that fares marginally keep up with system cost inflation, fare levels are planned to increase at 3% annually. In addition to revenue increases due to higher fare-per-passenger levels, fare revenues will also increase due to ridership growth on various routes, as described previously in Section 5.1.

Regional Measure 1 – 5% Program

These funds are derived from an increase in tolls on the Bay Area's state-owned bridges that was approved by the voters in November 1988. This plan assumes that these funds do not escalate over time, consistent with MTC projections. It is assumed that this source will contribute $14.3 million to the operations budget over the next 10 years.

Regional Measure 2 Program

In 2004, voters passed Regional Measure 2 (RM2), which provides WETA with $18.3 million annually to support existing services and fund WETA's service expansion plans. Of this amount, $3 million is specifically available to support WETA planning and administration, and $15.3 million is available to support service development and operation. The Operating Budget does not escalate RM2 funds over time, consistent with MTC projections. This plan assumes RM2 expansion funds are used to support operating deficits for existing Alameda/Oakland, Harbor Bay, Vallejo, and South San Francisco services.

Alameda County Measure B / Measure BB

In 2000, Alameda County voters approved Measure B, the half-cent transportation sales tax and an accompanying 20-year expenditure plan. Alameda CTC administers Measure B funds to deliver transportation improvements and services in Alameda County and to address congestion in each major commute corridor in the county. Measure B funds are allocated annually to support the Alameda ferry services. On November 4, 2014 Alameda County voters approved Measure BB, a 30-year Transportation Expenditure Plan, which extends the existing 0.5 % Measure B sales tax, scheduled to terminate on March 31, 2022. Measure BB also augments the tax by 0.5% and dedicates the full 1% to transportation expenses. Measure BB will expire in 2045 without voter renewal.

A total of $7.8 million of these funds are anticipated to be used to support operation of the Alameda ferry services in the 10-year horizon of this SRTP.

Contra Costa Measure J

On November 2, 2004, Contra Costa voters approved Measure J, which extended the half-percent cent local transportation sales tax first established by Measure C in 1988 for another 25 years, in order to provide funding for continued and new transportation projects in the county. This program included $45 million to support capital development or transit operations for new ferry services to Richmond and Hercules. Approximately $25 million will be provided to support Richmond ferry operations beginning in FY2018-19 through FY2024-25, per agreement between WETA and the CCTA.

City of Alameda Property Tax/Assessments

The plan assumes that the City of Alameda continues to provide funds from their property tax assessments, a total of $3.8 million over the 10-year planning period, to support operation of the Alameda Harbor Bay service.

State Transit Assistance

State Transit Assistance (STA) funds are derived from the statewide sales tax on gasoline and diesel fuel and are used for transportation planning and mass transportation purposes. STA funds are appropriated by the State Controller's Office (SCO) and allocated to WETA through grant agreement with MTC. The formula used by the SCO allocates 50% of the funds based on population and the remaining 50% is allocated according to operator revenues from the prior fiscal year. The funds may be used to support both transit capital and operating needs. This plan assumes the use of $7.8 million in STA revenue-based funds to support ferry operations over the 10-year planning period.

5.2.3 Other Potential Revenue Sources

WETA will continue to work with local, regional and state officials to pursue new transit operating funds to support existing and expanded ferry services over time. New and expanded revenue sources are especially critical as WETA's largest sources of funding subsidy do not increase with inflation. Some potential sources of additional funding are described below.

San Mateo Sales Tax

In 2004, San Mateo County voters approved an extension of the existing Measure A transportation sales tax measure to provide funding for continued and new transportation projects in the county. This program included $30 million to support capital development of new ferry services to South San Francisco and Redwood City. WETA expended $8 million of this amount to develop the South San Francisco terminal. WETA will work with the San Mateo County Transportation Authority to determine whether the remaining Measure A funds dedicated to the South San Francisco project could be flexed to support South San Francisco service operating costs in future years.

Regional Funds

This plan assumes no growth of regional toll dollars available to support ferry services over the 10-year planning horizon. However, as the economy picks up, and toll revenues increase, WETA anticipates potential discussions with MTC regarding cost inflation increases previously planned, but never offered to WETA services. WETA will also advocate for a portion of any future bridge toll, sales tax, gas tax or other transit operating increases planned by the region to support transit services.

New Local Sales Tax Initiatives

WETA will work with local entities and county transportation authorities, such as the Alameda, County Transportation Commission, Contra Costa Transportation Authority, Solano County Transportation Authority, San Francisco County Transportation Authority, and Santa Clara Valley Transportation Authority, as they develop and pursue countywide transportation sales tax initiatives in future years to support continued ferry transit operations.

Transit Performance Initiative Incentive Program

The Transit Performance Initiative (TPI) Incentive Program provides a financial reward to those Bay Area transit agencies that improve ridership and productivity. In October 2012, MTC

committed $60 million in federal Cycle 2 regional Surface Transportation Program (STP) / Congestion Mitigation Air Quality Improvement Program (CMAQ) funds to the TPI Incentive Program for a four-year period, FY2012-13 through FY2015-16. Per the MTC distribution formula, WETA could receive approximately $1.1 million in funding. WETA will work with MTC to identify eligible projects that would meet fund source requirements.

State – Low Carbon Transit Operations Program

The Low Carbon Transit Operating Program (LCTOP) provides operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility. The funding program is part of the State's Greenhouse Gas Reduction Fund. A portion of the Low Carbon Transit Operations Program (LCTOP) funds are allocated to operators based on the State Transit Assistance (STA) Revenue-Based formula. Per the formula, it is estimated WETA would receive $19.3 million in LCTOP funds over 25 years. LCTOP funds can to be used to support capital and operating expenses that enhance transit service and reduce greenhouse gas (GHG) emissions. These funds can also be used to support new or expanded transit services, expanded intermodal facilities and equipment, or fueling and maintenance for those facilities. WETA will work with Caltrans to identify projects that would qualify as GHG emission reducing expenditures.

5.2.4 Reserves

In addition to the previously described efforts to enhance overall revenues, WETA has also worked to establish sufficient reserve funds to allow for some amount of operating flexibility and to buffer against unanticipated capital maintenance expenses. Although individual funding sources have different restrictions on the types of projects they can fund, WETA has developed the following guidelines for the amount of reserve funding needed:

- **Operating Reserve** – The purpose of the Operating Reserve is to accumulate sufficient reserve funds necessary to guard against service disruption in the event of unexpected temporary revenue shortfall or unpredicted one-time expenses. The target fund level for the Operating Reserve is to maintain a balance, as of July 1st of each fiscal year, equal to two months (or 17%) of total ferry operating expenditures. For FY2015-16, the target fund level is $5.3 million.
- **Capital Reserve** – The purpose of the Capital Reserve is to accumulate sufficient reserve funds necessary to support unanticipated capital repairs of major system components. The target fund level for the Capital Reserve is to maintain a balance, as of July 1st of each fiscal year, equal to $3 million. This target fund level is equal to the estimated cost for: 1) two engine replacements, at $1 million each; 2) two emergency dry docks, at $250,000 each; and 3) one emergency float repairs, at $500,000.

Reserve funding is maintained by accumulating a balance in those funding sources that are allowed to be held over from year-to-year, such as Regional Measure 1 – 5% funds, State Transit Assistance (STA) formula allocations, and designated funding from local sales tax expenditure plans. A 10-year projection of all reserve funding (both operations and capital) is provided in Figure 5-3Figure 5-4.

Figure 5-3 WETA Operating Plan and Budget, FY2012-13 through FY2024-25

	FY2012/13 Actual	FY2013/14 Actual	FY2014/15 Actual	FY2015/16 Budget	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	FY2021/22 Projected	FY2022/23 Projected	FY2023/24 Projected	FY2024/25 Projected	TOTAL 10-Year
PLANNED SERVICE HOURS & MILES														
Major Service Changes:						*In Service - Central Bay OMF*	*Begin Richmond Service - Jul18*				*Begin Treasure Island Service - Jul22*			
REVENUE VEHICLE HOURS														
Alameda/Oakland Ferry Service	4,683	5,179	5,348	5,400	5,784	5,784	5,784	5,784	5,784	5,784	5,784	5,784	5,784	57,456
Alameda Harbor Bay Ferry Service	1,508	1,575	1,539	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	15,200
Vallejo Ferry Service	6,847	6,889	6,472	6,660	7,428	7,428	7,428	7,428	7,428	7,428	7,428	7,428	7,428	73,512
South San Francisco Ferry Service	1,539	1,666	1,957	1,960	1,960	1,960	1,960	1,960	1,960	1,960	1,960	1,960	1,960	19,600
Richmond Ferry Service	0	0	0	0	0	0	1,518	1,518	1,518	1,518	1,518	1,518	1,518	10,626
Treasure Island Ferry Service											TBD	TBD	TBD	TBD
TOTAL SERVICE HOURS	**14,577**	**15,309**	**15,316**	**15,540**	**16,692**	**16,692**	**18,210**	**18,210**	**18,210**	**18,210**	**18,210**	**18,210**	**18,210**	**176,394**
SERVICE MILES														
Alameda/Oakland Ferry Service	55,262	61,742	65,706	65,320	77,992	77,992	77,992	77,992	77,992	77,992	77,992	77,992	77,992	767,248
Alameda Harbor Bay Ferry Service	34,052	35,265	34,569	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	342,000
Vallejo Ferry Service	182,328	188,076	176,620	181,475	222,793	222,793	222,793	222,793	222,793	222,793	222,793	222,793	222,793	2,186,616
South San Francisco Ferry Service	23,354	25,530	31,207	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	312,500
Richmond Ferry Service	0	0					33,092	33,092	33,092	33,092	33,092	33,092	33,092	231,644
Treasure Island Ferry Service											TBD	TBD	TBD	TBD
TOTAL SERVICE MILES	**294,996**	**310,613**	**308,102**	**312,245**	**366,235**	**366,235**	**399,327**	**399,327**	**399,327**	**399,327**	**399,327**	**399,327**	**399,327**	**3,840,008**
OPERATING COSTS														
WETA Planning & Administration	$2,472,882	$2,189,314	$2,763,907	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$30,000,000
Alameda/Oakland Ferry Service	$5,697,073	$7,110,404	$7,448,519	$8,866,400	$10,584,378	$12,986,000	$13,427,000	$13,884,300	$14,358,500	$14,850,100	$15,360,000	$15,888,600	$16,436,700	$136,641,978
Alameda Harbor Bay Ferry Service	$2,095,322	$2,375,356	$2,306,184	$2,869,700	$3,038,900	$3,522,400	$3,639,300	$3,760,600	$3,886,200	$4,016,400	$4,151,300	$4,291,000	$4,435,600	$37,611,400
Vallejo Ferry Service	$13,389,657	$13,267,345	$13,392,792	$15,865,450	$19,393,055	$19,968,900	$20,564,300	$21,180,200	$21,817,100	$22,475,800	$23,157,300	$23,862,300	$24,591,700	$212,876,105
South San Francisco Ferry Service	$2,630,903	$3,121,309	$3,397,354	$3,600,100	$3,821,700	$4,581,300	$4,734,300	$4,893,000	$5,057,300	$5,227,700	$5,404,400	$5,587,600	$5,777,400	$48,684,800
Richmond Ferry Service	$0	$0	$0	$0	$0	$0	$4,347,686	$4,523,428	$4,692,376	$4,867,843	$5,050,083	$5,239,364	$5,435,962	$34,156,742
Treasure Island Ferry Service											TBD	TBD	TBD	TBD
TOTAL	**$26,285,837**	**$28,063,729**	**$29,308,755**	**$34,201,650**	**$39,838,033**	**$44,058,600**	**$49,712,586**	**$51,241,528**	**$52,811,476**	**$54,437,843**	**$56,123,083**	**$57,868,864**	**$59,677,362**	**$499,971,025**
OPERATING REVENUES														
Fare Revenues	$10,501,989	$13,117,524	$13,924,923	$14,507,900	$16,831,000	$19,407,100	$23,273,693	$25,204,381	$26,783,542	$28,525,144	$30,368,853	$32,318,144	$34,281,012	$251,500,769
Local - Bridge Tolls / RM1 5% Ferry Ops	$308,655	$0	$0	$825,200	$3,362,155	$991,500	$167,400	$1,651,400	$1,678,500	$1,476,200	$1,500,200	$1,325,200	$1,350,800	$14,328,555
Local - Bridge Tolls / RM2 WETA Plan & Admin	$2,472,882	$2,189,314	$2,763,907	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$30,000,000
Local - Bridge Tolls / RM2 Ferry Ops	$13,000,000	$12,653,094	$12,618,776	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$15,300,000	$153,000,000
Local - MTC / Bay Bridge Closure	$0	$100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Local - Sales Tax Measure B & BB	$0	$0	$0	$0	$975,878	$1,686,000	$1,418,600	$1,544,900	$1,591,900	$1,526,200	$1,875,700	$1,794,800	$1,630,400	$14,044,378
Local - Sales Tax Measure J	$0	$0	$0	$0	$0	$0	$3,438,893	$3,521,847	$3,588,534	$3,651,299	$3,709,330	$3,761,720	$3,807,450	$25,479,073
Local - Alameda Property Tax / Assessments	$0	$0	$0	$568,550	$369,000	$369,000	$369,000	$369,000	$369,000	$369,000	$369,000	$369,000	$307,700	$3,828,250
Local - Landing Fees / Advertising / Other	$2,311	$3,797	$1,150	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
State Transit Assistance (STA)	$0	$0	$0	$0	$0	$3,305,000	$2,745,000	$650,000	$500,000	$590,000	$0	$0	$0	$7,790,000
Other Funding (TBD) for Treasure Island service	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	TBD	TBD	TBD	TBD
TOTAL	**$26,285,837**	**$28,063,729**	**$29,308,755**	**$34,201,650**	**$39,838,033**	**$44,058,600**	**$49,712,586**	**$51,241,528**	**$52,811,476**	**$54,437,843**	**$56,123,083**	**$57,868,864**	**$59,677,362**	**$499,971,025**
NET INCOME (DEFICIT)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Systemwide Farebox Recovery	*44%*	*51%*	*52%*	*46%*	*46%*	*47%*	*50%*	*52%*	*54%*	*55%*	*57%*	*59%*	*60%*	*54%*

Figure 5-4 Operating and Capital Reserves, FY2014-2015 to FY2024-25

	FY2014/15 Actual	FY2015/16 Budget	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	FY2021/22 Projected	FY2022/23 Projected	FY2023/24 Projected	FY2024/25 Projected	TOTAL 10-Year
Reserves												
Regional Measure 1 - 5% State General Funds												$0
Annual Revenue		$2,800,000	$2,800,000	$2,800,000	$2,800,000	$2,800,000	$2,800,000	$2,800,000	$2,800,000	$2,800,000	$2,800,000	$28,000,000
Set-aside: Operating and Capital Reserves		($8,314,300)	($1,458,200)	($717,500)	($961,100)	($260,000)	($266,900)	($276,400)	($286,500)	($296,800)	($307,500)	($13,145,200)
Used: Operations		($825,200)	($3,362,155)	($991,500)	($167,400)	($1,651,400)	($1,678,500)	($1,476,200)	($1,500,200)	($1,325,200)	($1,350,800)	($14,328,555)
Used: Capital		$0	$0	$0	($2,004,206)	($2,160,080)	($1,906,523)	($245,220)	($2,968,320)	($1,249,680)	$0	($10,534,029)
Total RM1 - 5% Available for Operating and/or Capital	**$10,963,339**	**$4,623,839**	**$2,603,484**	**$3,694,484**	**$3,361,778**	**$2,090,298**	**$1,038,375**	**$1,840,555**	**($114,465)**	**($186,145)**	**$955,555**	
Regional Measure 1 - 2% Bridge Toll Revenues												
Annual Revenue		$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$10,000,000
Used: Capital		($1,323,414)	($348,113)	($214,080)	($827,280)	($1,690,960)	($914,280)	($2,252,937)	($2,213,860)	($2,325,558)	($48,660)	($12,159,142)
Total RM1 - 2% Available for Capital	**$2,191,526**	**$1,868,112**	**$2,519,999**	**$3,305,919**	**$3,478,639**	**$2,787,679**	**$2,873,399**	**$1,620,462**	**$406,602**	**($918,956)**	**$32,384**	
Alameda Measure B and Measure BB Sales Tax Revenues												
Estimated Annual Revenue - Measure B		980,475	1,000,100	1,020,100	1,040,500	1,061,300	1,082,500	828,150	-	-	-	7,013,125
Estimated Annual Revenue - Measure BB		641,520	654,400	667,500	680,900	694,500	708,400	903,250	1,474,100	1,503,600	1,533,700	9,461,870
Used: Operations		$0	($975,878)	($1,686,000)	($1,418,600)	($1,544,900)	($1,591,900)	($1,526,200)	($1,875,700)	($1,794,800)	($1,630,400)	($14,044,378)
Used: Capital		($1,073,031)	($1,558,393)	($125,340)	($128,100)	($287,075)	$0	($330,440)	($475,100)	($559,380)	$0	($4,536,859)
Total Measure B and BB Available for Operating and or Capital	**$2,424,046**	**$2,973,010**	**$2,093,239**	**$1,969,499**	**$2,144,199**	**$2,068,024**	**$2,267,024**	**$2,141,784**	**$1,265,084**	**$414,504**	**$317,804**	
State Transit Assistance (STA)												
Estimated Annual Revenue		$1,291,642	$1,420,913	$1,551,850	$1,684,453	$1,818,719	$1,954,652	$2,092,250	$2,231,512	$2,372,400	$2,515,031	$18,933,422
Used: Operations		$0	$0	($3,305,000)	($2,745,000)	($650,000)	($500,000)	($590,000)	$0	$0	$0	($7,790,000)
Used: Capital		$0	($178,850)	($1,749,484)	($1,788,006)	($190,916)	($473,816)	($1,395,869)	($4,497,023)	($3,374,178)	($2,745,444)	($16,393,586)
Total STA Available for Operating and or Capital	**$3,888,233**	**$5,179,875**	**$6,421,938**	**$2,919,304**	**$70,751**	**$1,048,554**	**$2,029,390**	**$2,135,771**	**($129,740)**	**($1,131,518)**	**($1,361,931)**	
Alameda Property Tax & Assessment (Alameda Local $)												
Estimate Annual Revenue - LLAD		$74,000	$74,000	$74,000	$74,000	$74,000	$74,000	$74,000	$74,000	$74,000	$74,000	$740,000
Estimate Annual Revenue - TIF		$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$1,500,000
Estimate Annual Revenue - HBBPA		$145,000	$145,000	$145,000	$145,000	$145,000	$145,000	$145,000	$145,000	$145,000	$145,000	$1,450,000
Used: Operations		($568,550)	($369,000)	($369,000)	($369,000)	($369,000)	($369,000)	($369,000)	($369,000)	($369,000)	($307,700)	($3,828,250)
Used: Capital		($90,000)	$0	($1,154,255)	$0	$0	($278,700)	$0	($791,900)	($149,000)	$0	($2,463,855)
Total Alameda Local $ Available for Operating and or Capital	**$2,687,817**	**$2,398,267**	**$2,398,267**	**$1,244,012**	**$1,244,012**	**$1,244,012**	**$965,312**	**$965,312**	**$173,412**	**$24,412**	**$85,712**	
Total Available for Operating and/or Capital	**$22,154,961**	**$17,043,103**	**$16,036,927**	**$13,133,218**	**$10,299,379**	**$9,238,567**	**$9,173,500**	**$8,703,884**	**$1,600,893**	**($1,797,703)**	**$29,524**	

6 CAPITAL IMPROVEMENT PROGRAM

The 10-year Capital Improvement Program (CIP) provides an overview of capital projects that will be needed to support WETA's current regional program of public transit and emergency response ferry services, as well as WETA's planned system expansion. The CIP provides a basis for annual capital budgeting, long-term financial planning, and grant application development, and it will be revised periodically as projects develop and future system funding becomes more certain. A detailed table of project costs and revenues by year is provided in Appendix A.

6.1 CIP PROJECTS AND CAPITAL COSTS

The CIP is organized to reflect the multi-year nature of capital projects and the recurring cycles of many capital improvements. The program of projects included in the CIP includes both rehabilitation and replacement needs for existing services and expansion needs based upon WETA's system expansion plans described in Chapter 5. All projects contained in the plan support WETA's state-mandated mission to operate a comprehensive water transportation system and to coordinate and operate the water transportation response to regional emergencies.

Project categories included in the CIP program are summarized in Figure 6-1 and are described in more detail in the following pages.

Figure 6-1 Types of Capital Projects

Program	Description
Revenue Vessel Projects	Rehabilitation, replacement and expansion of ferry vessel fleet
Major Facilities Rehabilitation and/or Replacement	Rehabilitation and replacement of passenger ferry and vessel mooring facilities (e.g., terminals, floats, docks, etc.)
Service Expansion Projects	Ferry terminals necessary for near-term ferry expansion services and operations
Maintenance Facilities and Equipment Projects	Two new facilities to support the provision of existing and new ferry services an emergency response functions, plus capital expenses for maintenance tools and equipment.

6.1.1 Revenue Vessel Projects

WETA currently owns and maintains a fleet of 12 ferries used to support its regularly scheduled transit services. The plan assumes that WETA's combined ferry fleet will consist of up to 18 vessels by FY2024-25, including eight of the existing vessels, six replacement vessels and four new expansion vessels as shown in Figure 6-2 through Figure 6-5. This plan assumes extending the use of four vessels beyond their 25-year life in order to meet near-term anticipated service demand and the need for extra vessels to support fleet maintenance and rehabilitation needs. WETA's fleet will provide over 18,000 hours of revenue service annually during the course of the 10-year plan. A detailed Fleet Plan is provided in Appendix B.

This fleet configuration allows for six spare vessels to be available to provide back-up service when vessels must undergo Coast Guard required dry dock inspections or when regularly scheduled or unanticipated maintenance, rehabilitation or repair work is needed. These also serve as an emergency response fleet of vessels that is prepared to serve the Bay Area's transportation

needs in the event of an emergency. Revenue vessel project needs are described below and organized into rehabilitation, replacement and expansion needs of the fleet.

Vessel Rehabilitation

Vessel rehabilitation includes projects to provide periodic rehabilitation and replacement of ferry boat components such as haul-outs, engines, generators, propulsion systems and other major components required to keep the vessels in service. The total estimated cost of vessel rehabilitation over the course of the 10-year plan is $132.3 million. All vessel rehabilitation work will be performed by third-party vendors under contract to WETA. Vessel rehabilitation work is broken into two major categories for financial planning purposes, as described below.

- **Major Component Rehabilitation/Replacement**: Ferry vessels are required to undergo periodic haul-out and rehabilitation work to remain in working order over their 25-year lifespan. Major component rehabilitation/replacement life-cycles can include propulsion systems, navigation systems, onboard monitoring and alarm systems, interior components and boarding apparatus. The need for this type of rehabilitation is often cyclical and can be planned. For example, engine overhauls are generally required every 12,000 hours of operation. Other major component work, including rehabilitation/retrofit of passenger amenities, is determined by a preventative maintenance program and inspection process. Over the next 10 years, WETA has identified $31.4 million of major component rehabilitation/replacement work that will be needed across the current and future fleet.
- **Quarter-Life/ Mid-Life/ End-of-Life Repower/Refurbishment**: A quarter-life repower/refurbishment is scheduled when a ferry reaches 6.5 and approximately 19 years of service life, and includes major dry-docking, overhauls to drive train running gear, passenger cabin refurbishment, HVAC and main engine overhaul work. A mid-life repower/refurbishment is scheduled when a ferry reaches 12.5 years of service life. Ferries are repowered at mid-life in order to provide for continued safe and reliable operation. This work generally includes replacement of major vessel systems, such as engines, electronics, propulsion systems and refurbishment of the passenger cabins, as well as sandblasting and repainting vessels. End-of-life repower/refurbishment may be undertaken to keep vessels operational beyond their typical useful lives of 25 years. End-of-life work activities are the same as quarter-life activities, except that the main engine is replaced rather than overhauled. Equipment service hours and specific vessel needs may affect the timing of the repower/refurbishment projects. The total anticipated cost for these projects is $100.9 million within the 10-year planning period of the SRTP, including quarter-life repower/refurbishment of 13 vessels at a cost of $62.9 million; mid-life repower/refurbishment of five vessels at a cost of $32.4 million; and end-of-life repower/refurbishment for four vessels at a cost of $5.6 million.

Vessel Replacement

Passenger ferry vessels are expected to have a useful life of 25 years. Vessel replacement is necessary when: 1) a vessel reaches the end of it useful life or 2) when a vessel is nearing the end of its useful life and major component rehabilitation and replacement is no longer cost effective. WETA is currently in the process of replacing three vessels, the Encinal, Express II and Vallejo, at a total cost of $51.8 million. WETA anticipates replacement of three additional vessels over the next ten years including the Bay Breeze, Intintoli, and Mare Island at an estimated cost of $65.8 million.

Vessel Expansion

WETA's vessel fleet expansion program includes the purchase of up to four new ferry vessels to operate planned service for a total of approximately $79.5 million. It is anticipated that these vessels will be funded through a combination of RM2 and state Proposition 1B funds.

Figure 6-2 Current Revenue Vessel Fleet

ID Name	ID #	MFG	Year MFG	Length of Vessel (Meters)	Capacity: Seated/ Wheelchairs	Passenger Ferry Type	Mode of Power	Major Rehab/ Years Added	Year Vessel Retired
Peralta	1118810	Nichols	2002	37	326 / 4	Catamaran	diesel	yes/13	2025
Encinal	682580	Nichols	1985	27.4	395 / 4	Catamaran	diesel	yes/ 13	2016
Bay Breeze	1020550	Nichols	1994	29.6	250 / 4	Catamaran	diesel	yes/12	2021
Gemini	1213097	Nichols/ Kvichak	2008	35.9	149 / 4	Catamaran	diesel	yes/12	2033
Pisces	1213095	Nichols/ Kvichak	2008	35.9	149 / 4	Catamaran	diesel	yes/ 13	2033
Scorpio	1215086	Kvichak/ Nichols	2009	35.9	199 / 4	Catamaran	diesel	yes/ 13	2034
Taurus	1215087	Kvichak/ Nichols	2009	35.9	199 / 4	Catamaran	diesel	yes/ 13	2034
Vallejo	972155	Gladding-Hearn	1991	33.67	267 / 4	Catamaran	diesel	yes/16	2017
Intintoli	1050665	Dakota Creek	1997	41.27	349 / 4	Catamaran	diesel	yes/ 11	2023
Mare Island	1053103	Dakota Creek	1997	41.27	349 / 4	Catamaran	diesel	yes/ 11	2023
Solano	1155022	Dakota Creek	2004	41.27	320 / 4	Catamaran	diesel	yes/11	2029

*The Express II was retired in 2012 and will be replaced in 2016.

Figure 6-3 Vessel Replacement Program

Replacement Vessels	Year of MFG	Year Vessel In service	Length of Vessel	Capacity: Seated/ Wheelchairs	Passenger Ferry Type	Mode of Power	Estimated Cost
Express III	2016	2016	TBD	399 /4	Catamaran	diesel	$15,317,700
Encinal	2016	2016	TBD	399 /4	Catamaran	diesel	$15,406,300
Vallejo	2017	2017	TBD	399 /4	Catamaran	diesel	$21,051,600
Bay Breeze	2021	2021	TBD	399 /4	Catamaran	diesel	$16,911,600
Intintoli	2023	2023	TBD	499 / 4	Catamaran	diesel	$24,458,400
Mare Island	2023	2023	TBD	499 / 4	Catamaran	diesel	$24,458,400

Figure 6-4 Vessel Rehabilitation Program

ID Name	MFG	Year MFG	Length of Vessel (M)	Capacity: Seated/ Wheelchairs	Passenger Ferry Type	Mode of Power	Year Planned Rehab	Years Life Added	Estimated Cost
Peralta	Nichols	2002	37	326 / 4	Catamaran	diesel	FY 2022 -23	13	$3,456,000
Encinal	Nichols	2016	27.4	395 / 4	Catamaran	diesel	FY 2022 -23	13	$5,240,500
Bay Breeze	Nichols	2021	29.6	250 / 4	Catamaran	diesel	FY 2020 -21	12	$557,500
Gemini	Nichols/ Kvichak	2008	35.9	149 / 4	Catamaran	diesel	FY 2019 -21	12	$7,363,200
Pisces	Nichols/ Kvichak	2008	35.9	149 / 4	Catamaran	diesel	FY 2020 -22	13	$7,525,200
Scorpio	Kvichak/ Nichols	2009	35.9	199 / 4	Catamaran	diesel	FY 2020 -23	13	$7,690,800
Taurus	Kvichak/ Nichols	2009	35.9	199 / 4	Catamaran	diesel	FY 2022 -24	16	$7,804,900
Vallejo	Gladding -Hearn	2017	33.67	267 / 4	Catamaran	diesel	FY 2023 -24	11	$2,635,400
Intintoli	Dakota Creek	2023	41.27	349 / 4	Catamaran	diesel	FY 2018 -19	11	$3,315,800
Mare Island	Dakota Creek	2023	41.27	349 / 4	Catamaran	diesel	FY 2019 -20	11	$5,742,100
Solano	Dakota Creek	2004	41.27	320 / 4	Catamaran	diesel	FY 2018 -20	11	$15,441,700
North Bay 1	TBD	2018	TBD	399 / 4	Catamaran	diesel	FY 2023 -24	7	$9,164,300
North Bay 2	TBD	2018	TBD	399 / 4	Catamaran	diesel	FY 2024 -25	7	$9,365,900

Figure 6-5 Vessel Expansion Program

Expansion Vessels	Year of MFG	Year Vessel Placed In Service	Capacity: Seated / Wheelchairs	Passenger Ferry Type	Mode of Power	Estimated Cost
North Bay 1	2018	2018	399 / 4	Catamaran	diesel	$21,000,000
North Bay 2	2018	2018	399 / 4	Catamaran	diesel	$21,000,000
Central Bay 1	2020	2020	399 / 4	Catamaran	diesel	$18,149,000
Central Bay 2	2023	2023	399 / 4	Catamaran	diesel	$19,373,400

6.1.2 Major Facilities Projects

The WETA ferry system includes five terminals and one vessel mooring facility owned and maintained by WETA, as identified in Figure 6-6. Programmed rehabilitation and maintenance of these facilities is critical to ensure the facilities remain operable at all times. This program also ensures that major WETA facilities are prepared and ready to serve the Bay Area in the event of an emergency. Facility projects include maintenance and rehabilitation of floats and gangways, dredging and general terminal facility maintenance.

Figure 6-6 WETA Terminal and Mooring Facilities

Facility	Year Built
Vallejo Terminal	1999
Oakland Terminal	1990
Alameda Main Street Terminal	1990
Alameda Harbor Bay Terminal	1992
South San Francisco Terminal	2012
Pier 9 Layover Berths	2011

Floats and Gangways

Floats and gangways provide passenger access as well as facilities to moor WETA vessels when they are out of service. Funds in this category provide for the rehabilitation and/or replacement of passenger and mooring ferry docks/floats and gangways. Periodic haul-out, inspection and repair of existing floats are scheduled to occur as a part of this plan. Nearly all of WETA's float and gangway facilities will require some maintenance funding over the next 10 years at an estimated system-wide cost of $5.7 million.

Dredging

The Vallejo ferry basin requires dredging approximately every three years to remove silt build-up that would otherwise prevent ferries from operating in this area. The timing of maintenance dredging depends on previous dredging depths and variable sedimentation rates. Dredge work for the Vallejo service is scheduled to take place in FY2015-16, FY2019-20 and FY2023-24. Dredging in South San Francisco is scheduled to take place in FY2022-23. No other channels are anticipated to require dredging during this SRTP period. Total planned dredge work is estimated to cost $8.8 million.

Terminal Maintenance

Terminal facilities— including terminal buildings, parking lots and shelters— require periodic rehabilitation and replacement work to support ongoing ferry operations. WETA anticipates a variety of terminal maintenance projects over the next 10 years to ensure that ferry services are not interrupted and the facilities can function properly in the event of an emergency. The estimated cost of terminal maintenance is approximately $2.7 million.

6.1.3 System Expansion Projects

Over the 10-year planning horizon of this SRTP, the following capital needs are anticipated to support existing services and the near-term expansion projects described in Chapter 5.

Downtown San Francisco Ferry Terminal Expansion Project

The Downtown San Francisco Ferry Terminal Expansion Project is being developed by WETA to expand and improve facilities at the Downtown San Francisco Ferry Terminal. WETA is working in close partnership with the Port of San Francisco to implement the project in support of WETA's IOP, which calls for the expansion of ferry service throughout the San Francisco Bay Area, as well as WETA's Emergency Water Transportation Management Plan, which sets forth the framework for WETA's emergency operations in the event of a regional disaster.

The Downtown San Francisco Ferry Terminal Expansion Project includes construction of up to three new ferry gates and vessel berthing facilities that will support new ferry services from San Francisco to Richmond and Treasure Island, as well other potential locations currently under study. The Project will also improve landside conditions at the Ferry Terminal by providing new amenities such as weather-protected canopies, the construction of a new plaza area south of the Ferry Building, the extension of pedestrian promenade areas, and other public access improvements. The new gates and amenities will significantly improve waiting and queuing conditions for existing riders and expand the space available for WETA to stage emergency water transit services in the event of a regional transportation disruption or disaster.

WETA has completed an environmental review of the project pursuant to requirements of the California Environmental Quality Act (CEQA) and the National Environmental Protection Act (NEPA) and is currently working with local, regional, state, and federal agencies to secure permits required for the Project. The Project will be built in separate construction phases, with construction of the South Basin improvements (Gates F and G) scheduled to begin in 2016 and be complete by 2018. Construction of the North Basin improvements will commence at a later date, as demand warrants and funding becomes available. The total estimated cost of the full project is $115.6 million. The South Basin improvements are estimated to cost approximately $79.5 million.

Richmond Terminal

The Richmond ferry service will require construction of a ferry terminal facility on the Ford Peninsula in the City of Richmond. The proposed terminal site is approximately 1.5 miles south of the Richmond downtown core, located at the southern point of Ford Peninsula adjacent to the Ford Building along an existing wharf. In general, the proposed new terminal will replace an existing ferry facility consisting of a gangway, float, ramping system and piles. The proposed terminal includes a gangway leading from the plaza adjacent to the existing wharf to a new passenger float that will be able to accommodate one vessel at a time. Other project features include an access gate with informational signage. The project includes minor reconfiguration of the existing parking lot and trail improvements in the vicinity. The estimated cost of the project is $16.3 million.

6.1.4 Maintenance Facility and Equipment Projects

Central Bay Operations and Maintenance Facility

The Central Bay Operations and Maintenance Facility Project will provide a central San Francisco Bay base for WETA's ferry fleet. The facility will support running maintenance needs such as fueling, engine oil changes, concession supply and light repair work for all WETA ferry

boats operating in the San Francisco Bay. Day-to-day management and oversight of service, crew and facilities will also occur at this facility. In the event of a regional disaster, the facility would function as an Emergency Operations Center, serving passengers and sustaining water transit service for emergency response and recovery.

The project site is located southeast of the intersection of West Hornet Avenue and Ferry Point Road near Pier 3 in the City of Alameda, within the Naval Air Station Base Realignment and Closure area known as Alameda Point. The project includes a four-story landside building of approximately 25,000 square feet designed to Essential Facilities Standards in accordance with the California Building Code. The marine facility consists of floats, gangways and a pier structure providing berthing capacity for up to 12 WETA vessels with limited capacity to provide berthing for vessels in transit. Construction of the facility is planned to be complete in 2018 at an estimated cost of $65 million.

North Bay Operations and Maintenance Facility

The North Bay Operations and Maintenance Facility Project will provide a north San Francisco Bay base for WETA's ferry fleet. The project includes both landside and waterside improvements undertaken in phases to ultimately provide administrative office space, maintenance and fueling facilities and berthing capacity for ferry vessels.

The project site is located on Mare Island across from the Vallejo Ferry Terminal, in the City of Vallejo. The project will replace an existing maintenance facility located on Waterfront Avenue about half a mile upstream from the project site. The waterside portion of the project is adjacent to Waterfront Avenue, between 6th and 7th Avenue. The new facility will be located at Building 165 within the area of the former Mare Island Naval Shipyard, which was in operation from 1854 until closure of its primary facilities in 1996.

The marine facility will consist of floats, gangways and a pier structure providing berthing capacity for at least five WETA vessels. New berths for the ferry vessels and required improvements for operation of the ferry maintenance facility, including the capability for loading and unloading passengers and performance of vessel maintenance, will also be included. The landside facility includes a mechanics shop for heavy maintenance, fuel storage, a new warehouse and renovation of Building 165 for office space. Construction of the facility began in 2013 and will be completed in 2016 at a total estimated cost of $31 million, $13.1 million of which will be within the SRTP period.

Capital Equipment / Other

WETA currently owns and operates eight non-revenue vehicles to support various operations and maintenance activities, including three work skiffs, a boat trailer, two shop trucks, a utility cart, and a forklift. Small scale capital expenditures are periodically required for new or replacement non-revenue vehicles. The agency also conducts a variety of minor maintenance and repair activities that are not classified as separate projects in the listing above.

Over the timeframe of this SRTP, WETA will incur $1.3 million in expenditures for capital equipment, non-revenue vehicles (work skiffs, boat trailers, shop vans, and utility carts), and miscellaneous terminal maintenance projects.

6.1.5 Asset Management

WETA is required to establish and carry out a Transit Asset Management (TAM) Plan to monitor and manage public transportation capital asset to achieve and maintain a State of Good Repair, improve safety, and increase reliability and performance. Moving Ahead for Progress in the 21st

Century Act (MAP-21), 49 USC, Section 5326 establishes new requirements for transit asset management by FTA's grantees as well as new reporting requirements to promote accountability. FTA is in the process of developing final program requirements. The goal of improved transit asset management is to implement a strategic approach for assessing needs and prioritizing investments to ensure that WETA assets are maintained in a State of Good Repair necessary to provide safe, reliable, on-time service to our riders.

WETA is working with MTC to develop a TAM plan to meet this new federal requirement.

6.1.6 Summary of CIP Costs

The CIP identifies projects requiring a total investment of approximately $515 million over the 10-year plan period. A summary of how the different system needs contribute to this total cost is illustrated in Figure 6-7.

Figure 6-7 Capital Improvement Program Summary

Program	10-Year Total Cost
Revenue Vessel Projects	$329,425,000
Vessel Rehabilitation	$132,298,600
Vessel Replacement	$117,604,000
Vessel Expansion	$79,522,400
Major Facilities Rehabilitation/Replacement	$17,221,600
Floats and Gangways	$5,705,000
Dredging	$8,781,400
Terminal Maintenance	$2,735,200
Service Expansion Projects	$92,581,000
San Francisco Berthing Expansion - South Basin	$76,310,400
Richmond Terminal	$16,270,600
Maintenance Facility and Equipment Projects	$74,969,400
Central Bay Facility	$61,866,100
North Bay Facility	$13,103,300
Other	$1,131,300
Total	$515,476,600

6.2 CIP REVENUES

A variety of federal, state, and local funding sources can reasonably be projected to be available to support the approximately $515 million CIP contained in this plan, as discussed below.

6.2.1 Federal Sources

Federal Grants

The majority of funds WETA receives and utilizes to fund CIP projects are Federal Section 5307 and 5337 formula program funds programmed annually by MTC based on regional criteria and secured through direct grant application and contract with FTA. The FTA formula funds provide up to 80% funding to support critical vessel replacement, rehabilitation and mid-life refurbishment work, float and gangway rehabilitation and replacement work, and periodic dredging. Additional federal funds secured and available include federal earmarks of Capital Investment Grant funds authorized through Public Laws, Federal Section 5309 funds. These funds are programmed to support the Central Bay Operations and Maintenance Facility, Richmond Terminal and the Downtown San Francisco Ferry Terminal Expansion projects.

WETA has also been successful in securing FTA Passenger Ferry Grant Program funds to support construction of the Central Bay Operations and Maintenance Facility. Additional federal funds assumed in this plan include future award of FTA Passenger Ferry Grant Program and FHWA Ferry Boat Formula Program funds. Across all federal sources, Federal Section 5309, FTA Passenger Ferry Grant Program, and FHWA Ferry Boat Program are designated for particular capital projects and uses, and cannot be transferred to other capital needs that may arise. Including both formula and discretionary sources together, the CIP forecasts the use of a total of $223 million in federal funds over the 10-year forecast period in this SRTP. WETA anticipates the use of $4 million in FTA Passenger Ferry Grant Program funds in FY2017-18, but this funding has not yet been fully secured. If these funds are not received, they will be backfilled with available Proposition 1B funds (a state-level revenue source).

6.2.2 State Sources

Proposition 1B

The Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act, approved by voters in 2006, allows the state to sell up to $1.475 billion in bonds for security and disaster preparedness projects throughout the state. Over a ten year period, this program promises to provide WETA with $250 million in Proposition 1B funds to support implementation of its regional emergency response ferry system. This plan assumes use of the Proposition 1B funds to construct terminal, float and gangway access projects, system maintenance and operations facilities and new vessels. Proposition 1B also include Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) funds allocated to transit operators. A total of $203.8 million in Proposition 1B funds are anticipated to be used for capital projects during the SRTP forecast period.

State Transit Assistance

State Transit Assistance (STA) funds are appropriated by the State Controller's office on a revenue and population formula basis and allocated annually to WETA through grant agreement with MTC to support transit capital and operating needs. This plan assumes use of $16.4 million in STA funds for capital purposes over the 10-year planning period.

6.2.3 Regional and Local Sources

Assembly Bill 664

Assembly Bill 664 funds are programmed annually by MTC to provide partial local match to Federal Section 5307 and 5337 formula grant funds for projects serving the Bay Bridge transbay corridor. This plan assumes WETA eligibility for these funds for ferry rehabilitation and replacement projects and the use of $7.1 million for capital purposes over the 10-year forecast period.

Regional Measure 1 – 2% Program

In November 1988, Bay Area voters approved Regional Measure 1 (RM 1), authorizing a $1.00 toll increase for all seven state-owned Bay Area toll bridges. Approximately $1 million RM 1 – 2% funds are available annually from this program, through MTC, to support capital expenses associated with transbay ferry services in the Carquinez and Bay Bridge corridors. The funding amount does not escalate over time, consistent with MTC projections. However, the funds can be banked year to year, and annual use of this revenue source fluctuates depending on the level of capital needs and the availability of other funding sources. This plan assumes the use of $12.2 million in RM1 – 2% funds over the next ten years.

Regional Measure 1 – 5% Program

These funds are derived from an increase in tolls on the Bay Area's state-owned bridges that was approved by the voters in November 1988. WETA receives $2.8 million annually for ferry capital improvement projects and ferry operations. This plan assumes that these funds do not escalate over time, consistent with MTC projections. These funds can be banked from year to year, so annual use of this revenue source fluctuates depending on the level of capital needs and the availability of other funding sources. Over the next ten years, WETA has programmed $10.5 million in funding from this source.

Regional Measure 2 Program

In 2004, voters passed Regional Measure 2 (RM2), raising the toll on the seven state-owned toll bridges in the San Francisco Bay Area by $1.00. RM2 capital funds totaling $84 million were made available to WETA to support specific capital projects, including system environmental and design studies, construction of new vessels and transbay services, construction of spare vessels, and development and construction of expanded berthing capacity in San Francisco. This plan assumes use of the remainder of RM2 capital funds available to WETA, which total $33.3 million over the 10-year period.

San Francisco Proposition K

San Francisco Proposition K (Prop K) is a half-cent local sales tax for transportation that was approved by San Francisco voters in November 2003. Eligible projects are identified in the Prop K Strategic Plan's associated 5-Year Prioritization Programs (5YPPs), which is updated every four years. The Downtown Ferry Terminal Expansion project is included in the 2014 5YPPs. WETA will receive $1.1 million to support this project through grant agreement with the San Francisco County Transportation Authority.

Alameda County Measure B / Measure BB

In 2000, Alameda County voters approved Measure B, the half-cent transportation sales tax and an accompanying 20-year expenditure plan. Alameda CTC administers Measure B funds to deliver transportation improvements and services in Alameda County and to address congestion

in every major commute corridor in the county. Measure B funds are allocated annually to support the Alameda ferry services. On November 4, 2014 Alameda County voters passed Measure BB, a 30-year Transportation Expenditure Plan which extends the existing 0.5 % Measure B sales tax, scheduled to terminate on March 31, 2022. Measure BB also augments the tax by 0.5% and dedicates the full 1% to transportation expenses. Measure BB will expire in 2045 without voter renewal.

This plan assumes the use of $4.5 million Measure B and Measure BB funds for capital projects over the 10-year SRTP period.

Other Miscellaneous Regional/Local Funds

Other grant funds assumed to be available to support WETA projects include City of Alameda Local Funds to support capital needs at the Alameda terminals, and other minor contributions and grants. Together these miscellaneous funds total $2.5 million over the 10-year forecast period in this SRTP. .

6.2.4 Other Potential Revenue Sources

Transit Performance Initiative Incentive Program

The Transit Performance Initiative (TPI) Incentive Program provides a financial reward to those Bay Area transit agencies that improve ridership and productivity. In October 2012, MTC committed $60 million in federal Cycle 2 regional Surface Transportation Program (STP) / Congestion Mitigation Air Quality Improvement Program (CMAQ) funds to the TPI Incentive Program for a four-year period, FY2012-13 through FY2015-16. Per the MTC distribution formula, WETA would receive approximately $1.1 million. WETA will work with MTC to identify eligible projects that would meet fund source requirements.

State – Low Carbon Transit Operations Program

The Low Carbon Transit Operating Program (LCTOP) provides operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility. The funding program is part of the State's Greenhouse Gas Reduction Fund. A portion of the Low Carbon Transit Operations Program (LCTOP) funds are allocated to operators based on the State Transit Assistance (STA) Revenue-Based formula. Per the formula, it is estimated WETA would receive $19.3 million in LCTOP funds over 25 years. LCTOP funds can to be used to support capital and operating expenses that enhance transit service and reduce GHG emissions. These funds can also be used to support new or expanded transit services, or expanded intermodal facilities and equipment, fueling and maintenance for those facilities. WETA will work with Caltrans to identify capital expenditures that qualify as a GHG reducing projects.

6.2.5 Summary of CIP Revenues

Over the 10-year period covered by this SRTP, WETA is projected to have sufficient revenues available to cover the entire $515 million capital program described earlier in this chapter. A summary of the funding sources planned to be used to support the CIP is provided in Figure 6-8 Figure 6-8.

Figure 6-8 Summary of Capital Revenue Sources

Funding Program	10-Year Revenue Total
Federal Sources	$223,911,100
FTA Sources	$223,003,500
FHWA Sources	$907,700
State Sources	$220,238,500
Proposition 1B	$203,844,900
State Transit Assistance (STA)	$16,393,600
Regional / Local Sources	$71,327,000
Bridge Toll Funding	$63,176,300
Sales Tax Measures	$5,636,900
Other Regional / Local	$2,513,900
Total	$515,476,600

6.2.6 Capital Funding Reserves

As discussed previously in Chapter 5, WETA is building reserve funding in order to be prepared for unexpected capital maintenance expenses such as replacements of engines and floats/gangways. The purpose of the Capital Reserve is to accumulate sufficient reserve funds necessary to support unanticipated capital repairs of major system components. The target fund level for the Capital Reserve is to maintain a balance, as of July 1st of each fiscal year, equal to $3 million. This target fund level is equal to the estimated cost for: 1) two engine replacements, at $1 million each; 2) two emergency dry docks, at $250,000 each; and 3) one emergency float repairs, at $500,000. Figure 5-4 contains the 10-year projection of the funds available for capital reserves.

7 OTHER REQUIREMENTS

7.1 MTC RESOLUTION 3434 – REGIONAL TRANSIT EXPANSION

MTC Resolution 3434 (the Resolution) was a cornerstone of MTC's 2001 Regional Transportation Planning process and its 2008 Strategic Plan. It was designed to allow the region's transit operators and planning agencies to "speak with one voice" in prioritizing large scale regional transit expansion projects seeking discretionary funding support. The original resolution included nine new rail extensions, significant service expansions and a comprehensive regional bus program, totaling roughly $10.5 billion.

An update of the Resolution (effective April 26, 2006) included an expansion of ferry service based upon a subset of WTA's Implementation and Operations Plan (IOP) including expansion of the Alameda/Oakland/Harbor Bay services and implementation of the following new ferry services and related support facilities:

- South San Francisco from Alameda/Oakland
- Berkeley to San Francisco
- Richmond to San Francisco
- Hercules to San Francisco

MTC did not include the Treasure Island to San Francisco ferry service in Resolution 3434 under the assumption that the developer/development would fund the cost of the terminal, vessels and service, and, therefore, no regional discretionary funds allocated by MTC would be needed.

Of the four expansion services included in Resolution 3434, the South San Francisco service is the only new service in operation at this time. Service began on June 4, 2012, and the ongoing operating and capital needs of this service are discussed in Chapters 5 and 6, respectively.

The Richmond to San Francisco Project is rapidly taking shape, and is on track for revenue service to begin in July 2018. The project is currently in the design and permitting phase. In August 2014, the WETA Board adopted a Mitigated Negative Declaration and Mitigation Monitoring and Reporting Program for the project, fulfilling requirements of the California Environmental Quality Act (CEQA). The Federal Transit Administration (FTA) completed its review of the project under the National Environmental Protection Act (NEPA) in October 2015. Also in the past year, full funding has been secured, and an MOU has been signed with the City of Richmond and the Contra Costa Transportation Authority. In December of 2015 WETA issued a Request for Proposals (RFP) for construction management services for the Richmond Ferry Terminal project. The capital portion of the project includes plans for replacement of the existing Richmond ferry terminal facility (float and gangway) and a phased parking plan, at a cost of $16.2 million funded through state Proposition 1B and federal Capital Investment Grant funds Contra Costa County has allocated Measure J transportation sales tax funds to help fund the majority of operation of the service, with the remaining funds coming from fare revenues.

Neither Berkeley nor Hercules are expected to be operational within the next 10 years due to several barriers to implementation, further discussed in Chapter 5, therefore work assumed to be completed under this SRTP's is limited to planning.

7.1.1 Station Area Transit-Oriented Development

In accordance with MTC requirements, each transit extension project funded in Resolution 3434 must plan for a minimum number of housing units along the corridor. These minimum numbers, or thresholds, will be estimated on a case by case basis. The evaluation will be based on the potential for increased transit ridership, exemplary existing station sites in the Bay Area, local general plan data, predicted market demand for transit-oriented development (TOD) in each county and an independent analysis of feasible development potential in each transit corridor. In the case of the ferry services, the thresholds apply only to housing developed around new terminals (those built after 2006). This could include the planned terminal in Richmond, as well as future any terminal in Berkeley or Hercules.

The City of Richmond released a Draft Richmond Bay Specific Plan (RBSP)[6] on October 1, 2015 for public review and comments. The RBSP will facilitate the implementation of City's General Plan and will focus on ways Richmond can take advantage of the planned Berkeley Global Campus at Richmond Bay[7], future ferry service, and other area assets to create a transit oriented development providing jobs, housing, and transportation options. In June of 2015, WETA signed a Cooperative Agreement with Contra Costa Transportation Authority (CCTA), which will provide an operational subsidy for ferry service between Richmond and San Francisco for 10 years, with service to begin in 2018. Staff has completed environmental review of the project under CEQA and NEPA, including consultation with the State Historic Preservation Office and National Marine Fisheries Service. Terminal design activities and vessel procurement have begun and staff has held initial meetings with the San Francisco Bay Conservation & Development Commission (BCDC) and continues to work closely with the City of Richmond. Staff is also coordinating with City staff to draft the lease agreement for the project.

The City of Berkeley General Plan designates the site and vicinity as Waterfront/Marina and Open Space/Recreation. These land-use designations limit the TOD opportunities in the immediate vicinity of this terminal. WETA will continue to work with the City of Berkeley as planning progresses at opportunities to improve transit, pedestrian, and bicycle connections from residential, and employment areas in the city.

The City of Hercules has completed various plans associated with the development of Hercules Intermodal Station and the Hercules Waterfront.

7.2 ENVIRONMENTAL JUSTICE AND PUBLIC INVOLVEMENT

7.2.1 Environmental Justice and Title VI

In order to integrate considerations expressed in Executive Order 12898 on Environmental Justice, WETA integrates environmental justice analysis into the National Environmental Policy Act (NEPA) documentation for its expansion projects. This analysis was incorporated into the NEPA documents prepared for the South San Francisco and Berkeley terminal projects. The ongoing NEPA analysis of the Downtown San Francisco Ferry Terminal Expansion, Richmond terminal, and the maintenance facility projects will include an environmental justice analysis as appropriate.

---

[6] http://www.ci.richmond.ca.us/2647/Richmond-Bay-Specific-Plan

[7] http://www.ci.richmond.ca.us/2397/Berkeley-Global-Campus

Environmental justice analyses will also be conducted for long-term expansion projects as required. As noted previously in the discussion of WETA's Title VI policy in Chapter 4, WETA actively seeks out and considers the viewpoints of minority and low-income populations in the course of conducting public outreach and involvement activities.

7.2.2 Major Service Change Policy

Federal Transit Administration regulations require that transit operators develop and use a process for soliciting and considering public comments before increasing fares or making significant changes in service. WETA defines a major service change as one that affects 25% or more of the trips within a route that WETA is operating at the time it is considering making the service modifications.

As adopted by the WETA Board of Directors, WETA will undertake the following actions as part of the process for receiving public comments, ideas and feedback on proposed fare changes and/or major service changes:

- WETA will begin the public notification process for proposed changes 30 days or more before holding a public hearing to consider public comments.
- The public notification process will provide information about the proposed fare increase or service modification in sufficient detail that a member of the general public can readily understand the specifics of the change. This information may be contained in materials that are referenced in the Public Notice as space and the need for clarity and simplicity in communication of information reasonably dictates.
- At a minimum, the Public Notice will clearly explain the manner(s) in which the public can obtain details of the proposed changes, how they can comment on them and the date time and location of the public hearing.
- The Public Notice will be published and posted on the applicable ferry vessels that are used for the affected services, on WETA's website and using other forms of mass media that will provide economical and effective announcements to the public.
- Any comments made before the public hearing will be transmitted to the Board at the official public hearing and will, in all intents and purposes, be considered a part of the official record.

The above policy reflects the agency's commitment to a process that is open, transparent and considerate of public input. It requires that WETA establish procedures that the public can use to provide input other than attending and testifying at a formal public hearing; recognizing the value of personal time as well as the variety of options for receiving input through online or social media accounts. The policy is flexible to allow use of informal public meetings, written comments via email or letter and other ways the public can voice its comments to the Board concerning any proposed fare increase or major service change.

7.2.3 Other Public Involvement

In addition to outreach conducted as part of capital and operations planning, WETA regularly surveys its existing passengers to learn about their concerns and issues. The most recent onboard survey was conducted in October 2014. The survey asked a series of questions on travel patterns, rider demographics, rider attitudes, and rating of various services. This was a follow up to the previous on-board survey completed in 2011. For the 2014 survey, WETA selected trips on each service, to achieve a representative cross section of riders during all time periods, including weekday peak, weekday off peak, and weekends. A total of 2,310 surveys were completed and

processed. WETA will continue to seek outreach and public involvement for riders to provide feedback on ferry service.

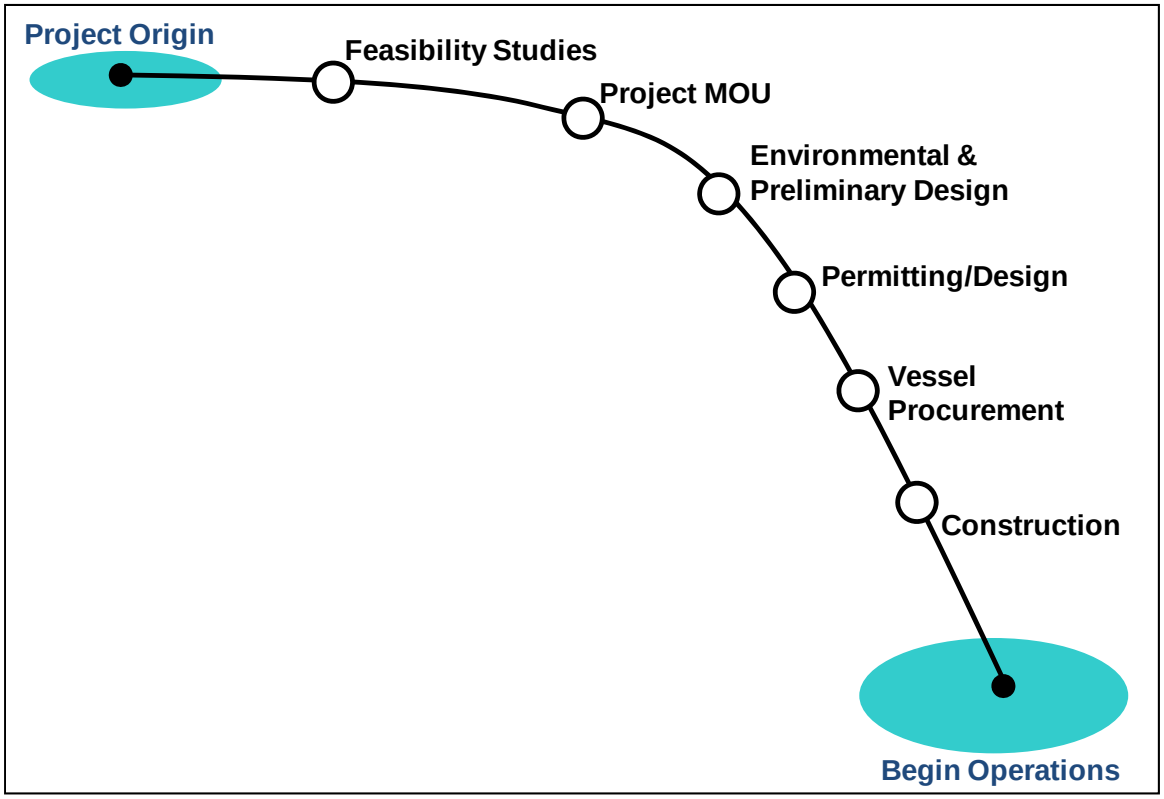
8 FUTURE EXPANSION PROJECTS

8.1 PLANNING OF EXPANSION SERVICES

In addition to the near-term expansion services described in Chapter 5, there are a number of potential additional expansion services in various stages of local and regional development that could move forward over the next ten years in order to expand water transit services for both regular commuting and disaster recovery needs. These include potential services to Seaplane Lagoon in Alameda, Mission Bay in San Francisco, Berkeley/Albany, Redwood City, and Carquinez Strait (Antioch, Martinez, or Hercules) in Contra Costa County.

Developing, and ultimately implementing new ferry services and associated facilities requires an extensive process, including environmental review, design, and construction, as well as securing funding and developing long-term operating plans for new services. This process is illustrated in Figure 8-1.

Figure 8-1 WETA Project Implementation Timeline



8.2 DESCRIPTION OF POTENTIAL SERVICES

The following projects are not anticipated to begin operations within the budget horizon of this SRTP (FY2024-25). However, in the event that a sustainable funding source is secured for planning, design, construction, and long-term operations in the future, WETA will update the subsequent SRTP to reflect the new conditions.

8.2.1 Seaplane Lagoon

WETA continues to work with the City of Alameda to study the feasibility of establishing passenger ferry service in the Seaplane Lagoon as part of the City of Alameda's redevelopment of Alameda Point. This new terminal would not replace the Alameda Main Street ferry terminal used by the Alameda/Oakland service and the South San Francisco service, but would instead provide the opportunity to expand service to western Alameda. WETA has been working with the City of Alameda to set forth the terms and conditions under which a Seaplane Lagoon Ferry Service would be implemented, including construction of new facilities and details of service levels and funding. After initially exploring the potential for a private operator at Seaplane Lagoon, the City and its developer, Alameda Point Partners, have concluded that WETA is the only viable potential operator at this time. WETA and the City of Alameda staff are currently developing a Memorandum of Understanding defining the project and framing the project implementation process.

8.2.2 Mission Bay

The Golden State Warriors basketball team has identified a preferred arena site at the foot of 16th Street in the Mission Bay neighborhood of San Francisco. The Mission Bay neighborhood has also become a large employment site in recent years with the University of California San Francisco expanding their campus and several large employers building offices in the neighborhood. A Mission Bay ferry terminal has been identified in both WETA and City of San Francisco planning documents as a potential future infrastructure investment, but no significant planning or development work has been conducted to date and no funding exists to develop this as a terminal site. WETA will continue to work with the City and Port of San Francisco to further evaluate how a potential Mission Bay terminal can meet the needs and requirements of the ferry system.

8.2.3 Redwood City

Redwood City ferry service was identified in the IOP to provide service between Redwood City and downtown San Francisco. The potential terminal would be at the northern-most point of the Port of Redwood City near the Pacific Shores office complex.

While there is partial funding for system capital and operating needs in the form of $15 million in San Mateo County Measure A sales tax funds, this service lacks full capital and operating funds to build and operate service at this time. WETA will continue to coordinate with the City and Port of Redwood City, the SMCTA, and other stakeholders, such as private businesses, that express interest in exploring the feasibility of the Redwood City service and identifying additional funding for construction and long-term operations.

8.2.4 Berkeley/Albany

Berkeley/Albany ferry service was identified in the IOP to provide service between Berkeley/Albany and downtown San Francisco. The potential terminal would be along Seawall Drive near the Berkeley Marina, south of the Berkeley Fishing Pier.

WETA provided funding for the environmental and conceptual design work and the final EIS/EIR was submitted to FTA for review in early October 2012. Staff originally coordinated with FTA to discuss the process for completion of the Final EIS/EIR, but FTA ultimately informed WETA that it will not be able to complete the NEPA process and issue a Record of Decision because a long-term operational funding source is not available for the service. While Regional Measure 2 (RM2) funds were originally identified as an operating source when the

environmental review process commenced in 2006, the RM2 source is no longer available. As currently configured, the project requires a significant amount of dredging, which, in turn, requires a significant mitigation program, driving up the capital cost. A Memorandum of Understanding defining the project and identifying committed funding sources will need to be developed for adoption by the Berkeley City Council and the WETA Board when the project is ready to move forward.

8.2.5 Carquinez Strait Terminals

Ferry services to Antioch, Martinez, and Hercules were all identified in the IOP to provide service between Contra Costa County communities along the Carquinez Strait and downtown San Francisco. A voter-approved sales tax measure in Contra Costa County passed in 2004 identified funding for ferry services from both Hercules and Richmond in west Contra Costa County. An Agreement is in place between the City of Richmond and the City of Hercules concerning the use of these funds. The Contra Costa Transportation Authority (CCTA), as the county transportation planning and funding authority, developed a Financial Feasibility of Contra Costa Ferry Service Report (completed June 2014) to identify site constraints and design requirements, and better understand project feasibility and costs associated with development of terminals and services to these cities along with Martinez and Antioch. The report concluded that of the candidate ferry terminals in Contra Costa County, only the Richmond project is financially feasible at this time given exiting WETA ferry service funding formulas and the need to identify local and regional funding sources beyond those already in place to support the Richmond service. Findings from the Report regarding other potential Contra Costa County ferry terminal sites along the Carquinez Strait can be found at http://www.ccta.net/_resources/detail/45/1.

There are no capital or long-term operating fund sources secured to build and operate these three projects at this time. WETA will continue to coordinate with the cities, CCTA, and other stakeholders to explore the long-term feasibility of these services.

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN

SHORT RANGE TRANSIT PLAN -- FY2015-16 to FY2024-25
San Francisco Bay Area Water Emergency Transportation Authority
10-Year Capital Plan

Projects Category/Description	FY2015/16 Budget	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	FY2021/22 Projected	FY2022/23 Projected	FY2023/24 Projected	FY2024/25 Projected	TOTAL 10-Year
Revenue Vessel Projects											
Major Component Rehabilitation/Replacement											
Major Dry Dock - Encinal	$0	$0	$0	$0	$218,200	$0	$0	$0	$0	$0	$218,200
Engine Overhaul - Encinal	$0	$0	$0	$160,100	$0	$0	$512,800	$0	$0	$182,500	$855,400
Quarter-Life Overhaul - Peralta	$1,886,068	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,886,068
Major Dry Dock - Peralta	$0	$0	$0	$0	$218,200	$0	$0	$0	$0	$0	$218,200
Engine (10,000 Hour) Overhaul - Peralta	$0	$0	$0	$213,500	$0	$0	$0	$1,048,100	$0	$0	$1,261,600
Engine (7,000 Hour) Overhaul - Bay Breeze	$0	$231,000	$0	$561,500	$0	$111,500	$257,500	$0	$119,000	$0	$1,280,500
Major Dry Dock - Bay Breeze	$0	$0	$0	$213,500	$0	$0	$0	$0	$238,000	$0	$451,500
Main Engine Intermediate Overhaul - Gemini	$0	$0	$104,400	$0	$0	$252,000	$0	$0	$0	$121,600	$478,000
Selective Catalyst Reduction System Overhaul - Gemini	$350,000	$0	$0	$0	$0	$0	$0	$407,600	$0	$0	$757,600
Engine (10,000 Hour) Overhaul - Gemini	$542,073	$0	$0	$0	$0	$0	$626,700	$0	$0	$0	$1,168,773
Replace Primary Lifesaving Equipment - Gemini	$0	$0	$23,500	$0	$0	$0	$0	$0	$0	$27,400	$50,900
Main Engine Intermediate Overhaul - Pisces	$0	$0	$0	$106,700	$0	$252,000	$0	$0	$0	$121,600	$480,300
Selective Catalyst Reduction System Overhaul - Pisces	$0	$350,000	$0	$0	$0	$0	$0	$407,600	$0	$0	$757,600
Engine (10,000 Hour) Overhaul - Pisces	$0	$537,600	$0	$0	$0	$0	$0	$640,500	$0	$0	$1,178,100
Replace Primary Lifesaving Equipment - Pisces	$0	$0	$23,500	$0	$0	$0	$0	$0	$0	$27,400	$50,900
Main Intermediate Engine Overhaul - Scorpio	$0	$0	$0	$106,700	$246,600	$0	$0	$0	$119,000	$274,900	$747,200
Selective Catalyst Reduction System Overhaul - Scorpio	$0	$357,700	$0	$0	$0	$0	$0	$407,600	$0	$0	$765,300
Engine (10,000 Hour) Overhaul - Scorpio	$0	$537,600	$0	$0	$0	$0	$626,700	$0	$0	$547,400	$1,711,700
Replace Primary Lifesaving Equipment - Scorpio	$0	$0	$23,500	$0	$0	$0	$0	$0	$0	$27,400	$50,900
Main Engine Intermediate Overhaul - Taurus	$0	$0	$104,400	$0	$246,600	$0	$0	$116,500	$269,000	$0	$736,500
Selective Catalyst Reduction System Overhaul - Taurus	$350,000	$0	$0	$0	$0	$0	$398,800	$0	$0	$0	$748,800
Main (Port) Engine Overhaul - Taurus	$300,000	$0	$0	$0	$0	$613,200	$0	$0	$0	$0	$913,200
Replace Primary Lifesaving Equipment - Taurus	$0	$0	$23,500	$0	$0	$0	$0	$0	$0	$0	$23,500
Engine Overhaul - Express II	$0	$0	$0	$0	$163,600	$0	$0	$524,000	$0	$0	$687,600
Major Drydock - Express II	$0	$0	$0	$0	$218,200	$0	$0	$0	$0	$0	$218,200
Major Drydock - Vallejo	$0	$0	$0	$0	$0	$446,000	$0	$0	$0	$0	$446,000
Engine Overhaul - Vallejo	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,189,400	$2,189,400
Major Component Rehab - Solano	$430,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$430,000
Major Drydock - Solano	$0	$0	$0	$0	$0	$446,000	$0	$0	$0	$0	$446,000
Engine Overhaul - Solano	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,189,400	$2,189,400
Major Component & Waterjet Rehab - Intintoli	$2,860,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,860,000
Major Drydock - Intintoli	$0	$0	$0	$0	$0	$0	$455,800	$0	$0	$0	$455,800
Major Component & Waterjet Rehab - Mare Island	$0	$2,922,900	$0	$0	$0	$0	$0	$0	$0	$0	$2,922,900
Major Drydock - Mare Island	$0	$0	$0	$0	$0	$0	$0	$465,800	$0	$0	$465,800
Major Drydock - San Pablo 2	$0	$0	$0	$0	$0	$446,000	$0	$0	$0	$0	$446,000
Major Drydock - San Pablo 2	$0	$0	$0	$0	$0	$446,000	$0	$0	$0	$0	$446,000
Major Drydock - Central Bay 1	$0	$0	$0	$0	$0	$0	$0	$232,900	$0	$0	$232,900
Engine Overhaul - Central Bay 1	$0	$0	$0	$0	$0	$0	$0	$174,700	$0	$0	$174,700
Subtotal	**$6,718,141**	**$4,936,800**	**$302,800**	**$1,362,000**	**$1,311,400**	**$3,012,700**	**$2,878,300**	**$4,425,300**	**$745,000**	**$5,709,000**	**$31,401,441**

SHORT RANGE TRANSIT PLAN -- FY2015-16 to FY2024-25

San Francisco Bay Area Water Emergency Transportation Authority

10-Year Capital Plan

Projects Category/Description	FY2015/16 Budget	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	FY2021/22 Projected	FY2022/23 Projected	FY2023/24 Projected	FY2024/25 Projected	TOTAL 10-Year
Revenue Vessel Projects											
Quarter-Life / Mid-Life / End-of-Life Repower & Refurbishment											
End-Of-Life Repower & Refurbishment - Vallejo (return to service Ja	$0	$0	$1,566,700	$1,601,200	$0	$0	$0	$0	$0	$0	$3,167,900
End-Of-Life Refurbishment - Bay Breeze (return to service Apr21)	$0	$0	$0	$0	$0	$557,500	$0	$0	$0	$0	$557,500
Quarter-Life Overhaul - Encinal	$0	$0	$0	$0	$0	$0	$0	$5,240,500	$0	$0	$5,240,500
Quarter-Life Overhaul - Peralta	$0	$0	$0	$0	$0	$0	$1,709,200	$1,746,800	$0	$0	$3,456,000
Quarter-Life Refurbishment - Gemini	$2,400,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,400,000
Mid-Life Refurbishment - Gemini (return to service Jan21)	$0	$0	$0	$0	$2,454,600	$2,508,600	$0	$0	$0	$0	$4,963,200
Quarter-Life Refurbishment - Pisces	$0	$2,452,800	$0	$0	$0	$0	$0	$0	$0	$0	$2,452,800
Mid-Life Refurbishment - Pisces (return to service Jan22)	$0	$0	$0	$0	$0	$2,508,600	$2,563,800	$0	$0	$0	$5,072,400
Quarter-Life Refurbishment - Scorpio	$0	$0	$2,506,800	$0	$0	$0	$0	$0	$0	$0	$2,506,800
Mid-Life Refurbishment - Scorpio (return to service Jan23)	$0	$0	$0	$0	$0	$0	$2,563,800	$2,620,200	$0	$0	$5,184,000
Quarter-Life Refurbishment - Taurus	$0	$0	$2,506,800	$0	$0	$0	$0	$0	$0	$0	$2,506,800
Mid-Life Refurbishment - Taurus (return to service Jan24)	$0	$0	$0	$0	$0	$0	$0	$2,620,200	$2,677,900	$0	$5,298,100
Quarter-Life Refurbishment - Express II	$0	$0	$0	$0	$0	$0	$0	$5,240,500	$0	$0	$5,240,500
Quarter- Life Refurbishment - Vallejo	$0	$0	$0	$0	$0	$0	$0	$0	$7,498,000	$0	$7,498,000
Mid-life Refurbishment - Solano (return to service Jan20)	$0	$0	$0	$5,871,000	$6,000,200	$0	$0	$0	$0	$0	$11,871,200
Quarter- Life Refurbishment - Solano	$0	$0	$0	$0	$0	$0	$0	$0	$3,570,500	$0	$3,570,500
Quarter-life Refurbishment - Intintoli (return to service Jan19)	$0	$0	$0	$4,696,800	$0	$0	$0	$0	$0	$0	$4,696,800
End-Of-Life Refurbishment Intintoli (return to service Jan24)	$0	$0	$0	$0	$0	$0	$0	$465,800	$476,100	$0	$941,900
Quarter-life Refurbishment - Mare Island (return to service Apr20)	$0	$0	$0	$0	$4,800,200	$0	$0	$0	$0	$0	$4,800,200
End-Of-Life Refurbishment - Mare Island (return to service Jan24)	$0	$0	$0	$0	$0	$0	$0	$465,800	$476,100	$0	$941,900
Quarter-Life Refurbishment - San Pablo 1 (return to service Jul25)	$0	$0	$0	$0	$0	$0	$0	$0	$9,164,300	$0	$9,164,300
Quarter-Life Refurbishment - San Pablo 2 (return to service Jan25)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,365,900	$9,365,900
Subtotal	**$2,400,000**	**$2,452,800**	**$6,580,300**	**$12,169,000**	**$13,255,000**	**$5,574,700**	**$6,836,800**	**$18,399,800**	**$23,862,900**	**$9,365,900**	**$100,897,200**
Vessel Rehabilitation Total	**$9,118,141**	**$7,389,600**	**$6,883,100**	**$13,531,000**	**$14,566,400**	**$8,587,400**	**$9,715,100**	**$22,825,100**	**$24,607,900**	**$15,074,900**	**$132,298,641**
Vessel Replacement											
Vessel Replacement - Encinal (in service Jan17)	$8,543,050	$6,863,240	$0	$0	$0	$0	$0	$0	$0	$0	$15,406,290
Vessel Replacement - Bay Breeze (in service Jan21)	$0	$0	$0	$4,136,400	$8,454,800	$4,320,400	$0	$0	$0	$0	$16,911,600
Vessel Replacement - Express II (in service Jan17)	$8,543,949	$6,773,760	$0	$0	$0	$0	$0	$0	$0	$0	$15,317,709
Vessel Replacement - Vallejo (in service Jan18)	$4,999,613	$10,000,000	$6,052,000	$0	$0	$0	$0	$0	$0	$0	$21,051,613
Vessel Replacement - Intintoli (in service Jan23)	$0	$0	$0	$0	$0	$0	$5,982,300	$12,227,700	$6,248,400	$0	$24,458,400
Vessel Replacement - Mare Island (in service Jan23)	$0	$0	$0	$0	$0	$0	$5,982,300	$12,227,700	$6,248,400	$0	$24,458,400
Vessel Replacement Total	**$22,086,612**	**$23,637,000**	**$6,052,000**	**$4,136,400**	**$8,454,800**	**$4,320,400**	**$11,964,600**	**$24,455,400**	**$12,496,800**	**$0**	**$117,604,012**
Vessel Expansion											
New Vessel Construction - North Bay 1 (in service Jan18)	$1,000,000	$15,000,000	$5,000,000	$0	$0	$0	$0	$0	$0	$0	$21,000,000
New Vessel Construction - North Bay 2 (in service Jan18)	$1,000,000	$15,000,000	$5,000,000	$0	$0	$0	$0	$0	$0	$0	$21,000,000
New Vessel Construction - Central Bay 1 (in svc Jan20)	$0	$0	$4,439,100	$9,073,400	$4,636,500	$0	$0	$0	$0	$0	$18,149,000
New Vessel Construction - Central Bay 2 (in svc Jan23)	$0	$0	$0	$0	$0	$4,738,500	$9,685,600	$4,949,300	$0	$0	$19,373,400
Vessel Expansion Total	**$2,000,000**	**$30,000,000**	**$14,439,100**	**$9,073,400**	**$4,636,500**	**$4,738,500**	**$9,685,600**	**$4,949,300**	**$0**	**$0**	**$79,522,400**

SHORT RANGE TRANSIT PLAN -- FY2015-16 to FY2024-25

San Francisco Bay Area Water Emergency Transportation Authority

10-Year Capital Plan

Projects Category/Description	FY2015/16 Budget	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	FY2021/22 Projected	FY2022/23 Projected	FY2023/24 Projected	FY2024/25 Projected	TOTAL 10-Year
Major Facilities Projects Rehabilitation / Replacement											
Floats and Gangways											
Regional Spare Float Replacement	$2,404,571	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,404,571
Replace Morring Piles - Harbor Bay Float	$450,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$450,000
Replace Terminal Fendering - East Bay Terminals	$0	$92,000	$0	$0	$0	$0	$0	$104,800	$0	$0	$196,800
South San Francisco Gangway and Ramps Rehabilitation	$0	$0	$208,900	$0	$0	$0	$0	$0	$0	$243,300	$452,200
Passenger Float Drydock and Rehab - Main Street Terminal	$0	$0	$626,700	$0	$0	$0	$0	$116,500	$0	$0	$743,200
Passenger Float Drydock and Rehab - Harbor Bay Terminal	$0	$0	$0	$640,500	$0	$0	$0	$0	$119,000	$0	$759,500
Passenger Float Drydok and Rehab - Clay Street Terminal	$0	$0	$0	$0	$0	$0	$0	$698,700	$0	$0	$698,700
Subtotal	**$2,854,571**	**$92,000**	**$835,600**	**$640,500**	**$0**	**$0**	**$0**	**$920,000**	**$119,000**	**$243,300**	**$5,704,971**
Dredging											
Channel Dredging - Vallejo Ferry Terminal	$1,842,146	$0	$0	$0	$2,181,900	$0	$0	$0	$2,380,300	$0	$6,404,346
Channel Dredging - South San Francisco Ferry Terminal	$0	$0	$0	$0	$0	$0	$0	$2,377,100	$0	$0	$2,377,100
Subtotal	**$1,842,146**	**$0**	**$0**	**$0**	**$2,181,900**	**$0**	**$0**	**$2,377,100**	**$2,380,300**	**$0**	**$8,781,446**
Facility and Terminal Maintenance											
Install Electronic Bicycle Lockers	$79,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$79,500
Terminal Access Improvements - East Bay Terminals	$250,000	$0	$0	$0	$0	$278,700	$0	$0	$0	$0	$528,700
Terminal Passenger Notification and Security Systems Upgrade	$0	$0	$261,100	$0	$0	$0	$0	$291,100	$0	$0	$552,200
North Bay Maintenance Facillity- Minor Rehab	$0	$0	$0	$0	$0	$278,700	$0	$0	$0	$0	$278,700
Central Bay Maintenance Facillity- Minor Rehab	$0	$0	$0	$0	$0	$0	$0	$291,100	$0	$0	$291,100
Other Terminal Rehabilitation & Improvements	$0	$102,200	$104,448	$106,746	$109,095	$111,495	$113,948	$116,454	$119,016	$121,635	$1,005,038
Subtotal	**$329,500**	**$102,200**	**$365,548**	**$106,746**	**$109,095**	**$668,895**	**$113,948**	**$698,654**	**$119,016**	**$121,635**	**$2,735,238**
Major Facilities Rehabilitation/Replacement Total	**$5,026,217**	**$194,200**	**$1,201,148**	**$747,246**	**$2,290,995**	**$668,895**	**$113,948**	**$3,995,754**	**$2,618,316**	**$364,935**	**$17,221,655**
Planning and Study of Long-Term Expansion Projects											
Berkeley Ferry Terminal / Environ Studies & Concept Design	$148,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$148,200
Planning and Study of Long-Term Expansion Projects	**$148,200**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$148,200**
Terminal Expansion Projects											
Richmond Ferry Terminal	$1,240,569	$10,521,000	$4,509,000	$0	$0	$0	$0	$0	$0	$0	$16,270,569
San Francisco Berthing Expansion - South Basin	$4,180,398	$36,065,000	$36,065,000	$0	$0	$0	$0	$0	$0	$0	$76,310,398
Terminal Expansion Projects Total	**$5,420,967**	**$46,586,000**	**$40,574,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$92,580,967**
Maintenance Facility Projects											
North Bay Operations and Maintenance Facility	$13,103,334	$0	$0	$0	$0	$0	$0	$0	$0	$0	$13,103,334
Central Bay Operations and Maintenance Facility	$14,317,102	$38,100,000	$9,449,000	$0	$0	$0	$0	$0	$0	$0	$61,866,102
Maintenance Facility Projects Total	**$27,420,436**	**$38,100,000**	**$9,449,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$74,969,436**
Capital Equipment / Other											
Other Capital Equipment	$155,000	$76,650	$250,636	$80,060	$81,821	$133,821	$85,461	$87,341	$89,261	$91,226	$1,131,277
TOTAL CAPITAL EXPENSES	**$71,375,573**	**$145,983,450**	**$78,848,985**	**$27,568,106**	**$30,030,516**	**$18,449,016**	**$31,564,708**	**$56,312,895**	**$39,812,278**	**$15,531,061**	**$515,476,588**

SHORT RANGE TRANSIT PLAN -- FY2015-16 to FY2024-25

San Francisco Bay Area Water Emergency Transportation Authority

10-Year Capital Plan

Projects Category/Description	FY2015/16 Budget	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	FY2021/22 Projected	FY2022/23 Projected	FY2023/24 Projected	FY2024/25 Projected	TOTAL 10-Year
REVENUES											
Federal											
FTA Section 5307/5337 - Rehab	$8,855,359	$5,985,280	$4,921,600	$10,056,240	$13,398,640	$6,423,920	$7,772,080	$20,152,480	$20,924,000	$12,254,560	$110,744,159
FTA Section 5307/5337 - Replace Vessels	$10,834,130	$13,490,592	$8,126,534	$10,023,436	$10,194,850	$3,456,320	$9,571,680	$19,564,320	$9,997,440	$0	$95,259,302
FTA Section 5309	$7,780,000	$1,110,000	$1,110,000	$0	$0	$0	$0	$0	$0	$0	$10,000,000
FTA Passenger Ferry Grant Program	$3,000,000	$0	$4,000,000	$0	$0	$0	$0	$0	$0	$0	$7,000,000
FHWA Ferry Boat Program	$60,000	$423,827	$423,827	$0	$0	$0	$0	$0	$0	$0	$907,654
Subtotal Federal Reveues	**$30,529,489**	**$21,009,699**	**$18,581,961**	**$20,079,676**	**$23,593,490**	**$9,880,240**	**$17,343,760**	**$39,716,800**	**$30,921,440**	**$12,254,560**	**$223,911,115**
State											
Proposition 1B (CTSGP-RPWT)	$25,367,757	$97,891,913	$56,785,514	$2,359,084	$1,205,490	$4,738,500	$9,685,600	$4,949,300	$0	$0	$202,983,158
Public Transportation Modernization, Improvement (PTMISEA)	$861,723	$0	$0	$0	$0	$0	$0	$0	$0	$0	$861,723
State Transit Assistance (STA)	$0	$178,850	$1,749,484	$1,788,006	$190,916	$473,816	$1,395,869	$4,497,023	$3,374,178	$2,745,444	$16,393,586
Subtotal State Reveues	**$26,229,480**	**$98,070,763**	**$58,534,998**	**$4,147,090**	**$1,396,406**	**$5,212,316**	**$11,081,469**	**$9,446,323**	**$3,374,178**	**$2,745,444**	**$220,238,467**
Local											
Bridge Toll AB664	$2,473,982	$236,467	$170,125	$381,754	$902,505	$256,957	$310,883	$700,592	$1,233,042	$482,397	$7,148,704
Bridge Toll RM1-2%	$1,323,414	$348,113	$214,080	$827,280	$1,690,960	$914,280	$2,252,937	$2,213,860	$2,325,558	$48,660	$12,159,142
Bridge Toll RM1-5%	$0	$0	$0	$2,004,206	$2,160,080	$1,906,523	$245,220	$2,968,320	$1,249,680	$0	$10,534,029
Bridge Toll RM2 - Capital	$8,506,177	$14,760,015	$10,068,225	$0	$0	$0	$0	$0	$0	$0	$33,334,417
Sales Tax - San Francisco Prop K	$1,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,100,000
Sales Tax - Alameda Measure B / Measure BB	$1,073,031	$1,558,393	$125,340	$128,100	$287,075	$0	$330,440	$475,100	$559,380	$0	$4,536,859
Alameda Transportation Improvement Funds	$0	$0	$1,154,255	$0	$0	$0	$0	$791,900	$0	$0	$1,946,155
Alameda Lighting & Landscape Assessment District	$90,000	$0	$0	$0	$0	$0	$0	$0	$149,000	$0	$239,000
Harbor Bay Business Park Association	$0	$0	$0	$0	$0	$278,700	$0	$0	$0	$0	$278,700
Transportation Funds for Clean Air	$50,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000
Subtotal Local Reveues	**$14,616,604**	**$16,902,988**	**$11,732,025**	**$3,341,340**	**$5,040,620**	**$3,356,460**	**$3,139,480**	**$7,149,772**	**$5,516,660**	**$531,057**	**$71,327,006**
TOTAL CAPITAL REVENUES	**$71,375,573**	**$135,983,450**	**$88,848,984**	**$27,568,106**	**$30,030,516**	**$18,449,016**	**$31,564,709**	**$56,312,895**	**$39,812,278**	**$15,531,061**	**$515,476,588**

APPENDIX B: FLEET PLAN

No.	Vessel Name	Capacity	Built	Jet/Prop	Fy 2016				Fy 2017				Fy 2018				Fy 2019				Fy 2020				Fy 2021				Fy 2022				Fy 2023				Fy 2024				Fy 2025			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
In Operation (2014)																																											
1	Encinal	395	1985	Prop																																								
2	Vallejo	267	1991	Jet																																								
3	Bay Breeze	250	1994	Prop																																								
4	Intintoli	349	1997	Jet																																								
5	Mare Island	349	1997	Jet																																								
6	Peralta	326	2002	Prop																																							
7	Solano	320	2004	Jet																																							
8	Gemini	149	2008	Prop																																								
9	Pisces	149	2008	Prop																																							
10	Scorpio	199	2009	Prop																																							
11	Taurus	199	2009	Prop																																								
Replacements																																											
12	Express III	399	2016	Prop																																								
1.2	Encinal Replacement	399	2016	Prop																																								
2.2	Vallejo Replacement	399	2017	Jet																																								
3.2	Bay Breeze Replacement	399	2021	Prop																																								
4.2	Intintoli Replacement	499	2023	Jet																																								
5.2	Mare Island Replacement	499	2023	Jet																																								
Near-term Expansion																																											
13	San Pablo One	399	2018	Jet																																								
14	San Pablo Two	399	2018	Jet																																								
15	Central Bay One	399	2020	Prop																																								
16	Central Bay Two	399	2023	TBD																																								
Vessels					11	11	10	10	11	10	11	12	12	11	13	13	13	13	14	14	14	13	14	15	15	14	15	16	16	16	15	14	15	15	16	17	16	16	17	17	17	17	18	18
Vessels in Operation					10	10	10	10	10	10	10	10	10	10	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	12	12	12	12	12	12	12	12	12	12	12	12
Spare Vessels					1	1	0	0	1	0	1	2	2	1	2	2	2	2	3	3	3	2	3	4	4	3	4	5	5	5	4	3	4	4	4	5	4	4	5	5	5	5	6	6
Average Vessel Age					15.6				12.8				11.1				12.1				12.3				12.5				13.5				12.3				11.3				12.3			
Average Pax Capacity					268.4				279.6				303.5				303.5				309.4				314.7				314.7				337.4				346.1				346.1			

RESOLUTION NO. 2016-06

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

ADOPT THE 2016 SHORT RANGE TRANSIT PLAN FOR FISCAL YEARS 2015-16 TO 2024-25

WHEREAS, federal transportation statutes require that the Metropolitan Transportation Committee (MTC) in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan and Transportation Improvement Program for the programming of federal funds; and,

WHEREAS, in order to effectively execute its responsibilities, MTC requires each transit operator in its region that receives federal funding to prepare, adopt and submit a Short-Range Transit Plan; and,

WHEREAS, the San Francisco Bay Area Water Emergency Transportation Authority has prepared its draft 2016 Short-Range Transit Plan for Fiscal Years 2015-16 to 2024-25 (SRTP) and publicly reviewed the draft SRTP with the WETA Board of Directors and received MTC comments; and,

WHEREAS, staff has prepared a final 2016 SRTP incorporating appropriate revisions in response to comments received on the draft 2016 SRTP; now, therefore, be it

RESOLVED, that the Board of Directors hereby adopts the final 2016 Short Range Transit Plan for Fiscal Years 2015-16 to 2024-25.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on March 3, 2016.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2016-06
END

Attachment A

Summary of Public Comments and Letters

No.	Comment	Response	Actions
Jim Wunderman, Bay Area Council, January 13; Roseanne Foust, SAMCEDA, February 10			
1	*While the plan includes a table that projects a robust expansion of routes and frequencies by 2030 (page 19), it glaringly lacks a process for achieving that. (BAC, Jan. 13)*	Correct. The Strategic Plan is a vision document, stating where the agency wants to be in 20 years. Implementation of that vision will be achieved through upcoming or follow-on work. The WETA System Expansion policy, a companion document, identifies the steps necessary for project expansion.	Clarification.
2	*For example, how will we deliver service to Mission Bay with 20 minute frequency in the next fifteen years when the document does not even include Mission Bay in our ten year plan? (BAC, Jan. 13)*	The comment confuses the Strategic Plan with the SRTP. The SRTP is fiscally constrained so projects must have full operational funding to be in the plan. Mission Bay does not have any funding as of 2016. However, a change in funding would allow it to be in the 2018 SRTP.	Clarification
3	*For example the twenty year plan does not identify opportunity sites south of Redwood City, despite the unprecedented commute constraints that plague the region. (BAC, Jan. 13)*	The Strategic Plan identifies an area south of Redwood City on the map on page 17 as "South Bay". Very little is known about the bay shore in this area and it is premature to identify specific sites as possible ferry terminals.	WETA has proposed conducting a South Bay feasibility study, working in partnership with Peninsula and South Bay funding agencies, allowing for an assessment of the viability and costs of candidate terminals south of Redwood City.
4	*Rather than crafting an ambitious expansion target and strategy to achieve that goal, the document repeatedly cites financial constraints as a justification for not building a more robust plan. (BAC Jan. 13)*	This comment may be referring to the SRTP, not the Strategic Plan. The guidelines of the SRTP require that the plan be fiscally constrained. Only projects with known or reasonable funding sources can appear in the 10-year document.	Clarification. There is an ambitious expansion vision in the document. Strategies for achieving that vision are on a project-by-project basis and also include funding strategies.

No.	Comment	Response	Actions
5	*The proposal specifically does not identify any new terminals for consideration over the next ten years due to lack of funding. (BAC, Jan. 13)*	Incorrect. The SRTP identifies both the Richmond and Treasure Island terminals opening in the next ten years. The Strategic Plan is consistent in this projection.	Clarification
6	*To my knowledge, there have been no attempts to secure more funding, and in some cases money is apparently available. (BAC, Jan. 13)*	WETA has worked with partner agencies to secure more funding for most of the terminals listed in the Strategic Plan. The Redwood City terminal is one of several submitted by WETA in the Regional Transportation Plan process. Also, WETA has worked with City of Alameda staff to secure $10 million towards a future Seaplane Lagoon terminal.	Clarification
7	*I understand that the agency faces real financial constraints, but we should be identifying potential new revenue sources developing partnerships with stakeholders, and exploring other opportunities to overcome these barriers. (BAC, Jan. 13)*	Strategic Plan section titled "Partnerships" discusses the idea of funding packages with other agencies.	Suggest strengthening language in "Partnerships" section of document and adding language about possible future funding sources in "Funding Challenges" section. Also, suggest developing a funding advocacy platform for WETA and WETA supporters to use when campaigning at the regional and state level as a companion document to the Strategic Plan.

No.	Comment	Response	Actions
8	*I feel strongly that the consideration of advanced clean propulsion technologies should be included in this strategic document. (BAC, Jan. 13)*	Strategy 7 states "seek continuous environmental improvement" with a sub strategy ensuring vessels meet or exceed all emissions standards.	Strengthen language in Strategy 7 and refer directly to clean technologies as a goal for future service. Also, identify the possibility of piloting clean technologies in upcoming Treasure Island service, as a good test case.
David C. Biggs, Hercules City Manager, February 17, 2016			
9	*Hercules Intermodal Center…Ferry service will follow these other transit services to ultimately provide an integrated hub for all three modes. (Hercules, Feb. 17)*	Ferry terminal was originally located at the Intermodal Center but the City is supporting a new site roughly 2,300 feet west. Ferry is last phase of project. No timetable for completing the next three phases, which are partially funded.	None
10	*Case Study: Richmond Partnership should be expanded slightly to acknowledge the role of the Agreement for Funding of Ferry Service Between the City of Richmond and the City of Hercules… (Hercules, Feb. 17)*	The referenced agreement is between two cities but does not include WETA or CCTA, the funding agency.	None
11	*It is expected that the Regional Intermodal Transportation Center in Hercules will be at the point to add ferry services well before the 20 year horizon addressed in this section… (Hercules, Feb. 17)*	All projects identified in this section will be developed within the 20-year time period, not after the 20-year period. For example, Richmond is included in this group and it will open in 2018. The Hercules project is still eligible for early delivery, provided funding and other project implementation issues can be resolved.	Clarification

No.	Comment	Response	Actions
Mayor John Seybert, City of Redwood City, February 17			
12	*The plans…seem to be relying on old, outdated studies to justify waiting up to 20 or more years before implementing water transit routes that are needed today. (Redwood City, Feb. 17)*	Projects in the 20-year vision can be developed right away, given full funding and environmental and permitting clearance. The listed projects all have different development schedules. Richmond is included, for example, and it will be in operation by 2018.	Clarification
13	*We urge WETA to work with us, the Port of Redwood City, and our local businesses to advance an expanded system ferry systems that include Redwood City. (Redwood City, Feb. 17)*	Agreed. WETA is working with Port of Redwood City in hopes of defining the project and positioning it for regional funding from future revenue sources. A key participant moving forward will be the San Mateo Transportation Authority, which controls $15 million in Measure A sales tax funding.	Port of Redwood City is organizing a meeting to begin project development process.
President Dave Cortese, Santa Clara County Board of Supervisors, February 18			
14	*My review of the WETA Strategic Plan prompts me to urge the WETA Board of Directors to include an emergency port location for the South Bay… (Cortese, Feb. 18)*	The letter mentions an effort to seek federal funding for port improvements in Alviso, making it a navigable port for vessels larger than small watercraft. WETA will contact Santa Clara County and assist in the pursuit of federal funding efforts if possible.	Contacting Santa Clara County to learn more about its efforts to develop a deep water port in Alviso.

No.	Comment	Response	Actions
Lorianna Kastrop, Redwood City Port Commissioner, via email, February 18			
15	*And yet, it (Redwood City Ferry Terminal) is not in your Short Range Transportation Plan, nor even in your long-range Strategic Plan. (Kastrop, Feb. 18)*	Redwood City terminal is included in the SRTP in Chapter 8 and the Strategic Plan under "The 20-year Vision".	Clarification
16	*The Port of RWC has possible landing sites for ferries, and vacant land for a terminal and parking, but our Port Commission is under pressure to lease that land and it won't remain vacant for long (Kastrop, Feb. 18)*	WETA staff is in contact with Port Executive Director Mike Giari and was not aware that the Port is considering leasing possible ferry terminal sites. An analysis of all potential sites needs to take place as the project moves into development.	Port of Redwood City taking the lead in organizing meetings to discuss future planning activities with San Mateo Transportation Authority.
17	*The Port of RWC is very close to major employers that already have shuttle fleets that can accommodate the "last mile" connection. (Kastrop, Feb. 18)*	This is good to know and as the project is defined, WETA will be incorporating connecting shuttle service into the project description and service plan.	After project study begins, reach out to area businesses to ensure shuttle service will support ferry.
18	*With the ferry terminal in RWC, there will be a perfectly situated hub for multi-agency emergency response coordination. (Kastrop, Feb. 18)*	This is good to know and any future facility in Redwood City will need to be designed to Essential Facility Standards and support WETA's emergency response activities.	Noted
19	*I propose that WETA begin the process of building the ferry terminal in Redwood City and on a parallel track there can be an effort to secure operational funding through public-private partnerships and Memorandum of Understanding for subsidies from major employers. (Kastrop, Feb. 18)*	Building a terminal or initiating environmental and design activities an MOU or any known source of operating funds are identified is inconsistent with the WETA System Expansion Policy. WETA is committed to working with San Mateo Transportation Authority staff on future operating funding possibilities for a Redwood City ferry service.	Noted

No.	Comment	Response	Actions
Comments received via web site			
20	*I don't see plans for ferry service to/from San Leandro, Hayward, and farther south. Why Not? Harbor Bay residents who partially fund this service can't park in our own lot because of sharp ridership increases from nonresidents (Garth, Jan. 16, Yu, Jan. 26)*	The East Bay shoreline south of Oakland Airport would require significant initial dredging and ongoing maintenance dredging. There are also wildlife refuges and protected park lands in this area, further limiting terminal development. Parking and crowding on Harbor Bay service is being addressed through a City of Alameda-led planning process.	WETA continues to work collaboratively with City of Alameda staff to address parking spillover at Harbor Bay.
21	*Your strategy looks good. However, your name is really misleading. Please call yourself WTA. Every time I see the full name including the word Emergency, I think I've stumbled across the wrong agency. Why would you include Emergency in the name of a ferry service? Sure, you can help deal with emergencies. But for the other 99.99999% of the time, you're an actual transportation agency. Rename yourself to that. When disaster strikes, people will naturally go to the ferry. We're not dumb. Thanks. (Brodie, Feb. 2)*	Thanks for the comment. The name was changed from WTA to WETA when the mission of the agency changed to incorporate emergency response was added. However, it should be acknowledged that it can be confusing to the general public.	Noted

Richard Claire, Chairman, Port of Redwood City, February 17			
22	*We recommend that both plans update ridership projections for ferry service at the Port of Redwood City before they are adopted. (Claire, Feb. 17)*	Staff is currently in the process of updating its ridership model. Future estimates of Redwood City ridership will be conducted in cooperation with staff from the Port and City of Redwood City to ensure that assumptions for land use and traffic patterns are reasonable. Port of Redwood City staff is in the process of scheduling a meeting to discuss this effort. The Redwood City terminal is listed in the Strategic Plan but not in the SRTP. This does not mean that development activity cannot proceed on the project. Instead, the SRTP only lists fully funded projects anticipated to open in the next 10 years. It is possible that Redwood City could secure full funding and open during that time period, in which case it will be included in 2018 or 2020 SRTP. The letter incorrectly assumes that all projects listed in the Strategic Plan are on the 20-year horizon.	Clarification language needed in Strategic Plan to avoid confusion regarding future implementation of projects in the 20-year vision.
23	*In our view, both WETA's plans -- the SRTP and the 20-year Strategic Plan – should have definitive implementation steps for Redwood City ferry service in the next 10 years if not sooner. (Claire, Feb. 17)*	The Strategic Plan is a high level vision plan and does not provide fine detail on project development activities, which are highly variable, subject to change and therefore not appropriate for a 20-year plan. WETA's System Expansion Policy defines the multi-step process from project origination to opening. Beyond feasibility studies, the key step in the Expansion Policy process is the development of a Project Memorandum of Understanding (MOU), allowing a project to	Noted

		enter into the costly and time consuming process of environmental clearance, design and construction. Port of Redwood City staff is currently taking the lead in bringing together the funding agencies necessary to develop a Redwood City project MOU.	
24	*Parts of the "Seven Steps Process" for new WETA expansion projects have already been completed for Redwood City including the site selection and preliminary design. WETA should set a timeline for the next steps which would include updating feasibility studies with new ridership estimates, a project MOU, detailed design and environmental review. (Claire, Feb. 17)*	Correction: only site feasibility has been completed for only one possible location at the Port of Redwood City. WETA is currently working with Port of Redwood City staff to define next steps leading toward development of a Redwood City terminal.	Noted
Daryl Halls, Solano Transportation Authority, February 19			
25	*STA would like to thank WETA for including in this DRAFT SRTP a plan to address both recent ridership growth and an anticipated 11% annual growth. (Halls, Feb. 19)*		Noted
26	*…the STA recommends including support for advocating for funding for the continued expansion of the Vallejo Ferry service to meet longer range service demands beyond 2020. (Halls, Feb. 19)*		Plan includes sections on Partnerships and Funding Challenges but will suggest enhanced language for future operational funding.
27	*…the peak frequency for the Vallejo Ferry should increase from 40 to 20 minutes, this will help alleviate capacity concerns and congestion, therefore the STA strongly supports this plan. (Halls, Feb. 19)*	"The 20-Year Vision" section states that Vallejo service should be improved to 20 minute peak frequencies.	Noted

Ms. Andrea J. Ouse, City of Vallejo, February 19			
28	*…the City of Vallejo strongly supports the continued investment in existing service, and encourages more frequent service with larger-capacity vessels to meet the anticipated demand, as considered in the draft Strategic Plan.*	Noted	
29	*The City of Vallejo concurs with WETA in stressing the importance of strategic partnerships with communities benefitting from ferry service.*	WETA staff appreciates the cooperation of and support of City of Vallejo staff.	Noted
30	*…strongly supports Strategic Priority 2.8: "Continue to serve as a catalyst for economic development and transit-oriented development initiatives."*	WETA's existing terminals and planned terminals are viewed by cities as key tools to attract investment to waterfront locations and redevelopment areas.	Noted
Mr. Randall Iwasaki, Contra Costa Transportation Authority, February 19, 2016			
31	*CCTA encourages WETA to make a commitment to fostering innovative approaches to ferry service delivery, and invest in these [clean propulsion] innovations when appropriate. (Iwasaki, Feb. 19)*		The plan will strengthen language in main narrative and add strategies in section 7.0 Seek continuous environmental improvement.
32	*…if new sources of regional, state or federal operating funds become available, the WETA Board should adopt a policy that establishes criteria that any route in the WETA system could utilize a portion of any new fund source. (Iwasaki, Feb. 19)*	The operating subsidy required for the Richmond service is coming from CCTA. The letter asks that if new sources become available services such as Richmond or Treasure Island be considered for those new sources of funding.	Strengthen language in the section of the plan titled "Funding Challenges".

Ms. Jennifer Ott, City of Alameda, February 24, 2016			
33	*The City of Alameda strongly supports the continued investment in expanded service to meet the current and anticipated demand and is in agreement with the importance of strategic partnerships with public and private sections to improve the stability and funding for the ferry system. (Ott, Feb. 24)*		Noted
34	*We recommend creating a chapter/section that creates an ambitious vision and goals for long-term expansion of public ferry service in the Bay Area, especially in light of the fast-approaching capacity limitations of other transbay transit service. (Ott, Feb. 24)*	This comment is similar to others suggesting the vision be more detailed and/or more prominent in the document. Staff is currently developing new language and modifying the document structure to respond to this concern.	Modifications to document being developed.
35	*We are appreciative that the Seaplane Lagoon Ferry Terminal is included in your list of future expansion terminals, as we begin to take the first steps toward design and permitting. (Ott, Feb. 24)*		Noted
36	*The City of Alameda encourages WETA to address more directly the impact of greenhouse gas emissions of ferry service in the Strategic Plan's long term vision and take a stronger stance in concert with ferry operators around the country to require vessel builders to innovate and find ways to reduce GHG emission[s]. (Ott, Feb. 24)*	The document will strengthen language concerning alternative technologies and supporting GHG emissions.	Modifications to document being developed.

37	*With two older ferry terminals – Main Street and Harbor Bay – on-going maintenance and improvement of the terminal, parking and surrounding facilities is necessary to continue to meet the needs of riders and must be balanced with funding for expansion. (Ott, Feb. 24)*		Noted
38	*Due to the timeline for comments and the fact that our Transportation Commission meets only every other month, we would like to reserve the right to offer additional comments from our Commissioners and members of the community once they have had a chance to meet and discuss it. (Ott, Feb. 24)*	The WETA Board will consider re-opening the draft Strategic Plan comment period at its March meeting.	Noted

BAYAREA COUNCIL

January 13, 2016

Nina Rannells
Executive Director
Water Emergency Transportation Authority
Pier 9, Suite 111
San Francisco, CA 94111

Dear Nina:

Thank you for sharing the draft of the 2016 Strategic Plan with me. In the face of rising congestion on highways and transit systems throughout the Bay Area, the demand for ferry service has never been so great and the role of this agency has never been more important. WETA has an extraordinary opportunity to meet the needs of Bay Area residents, and it is up to us to deliver on that opportunity.

The Strategic Plan document is our opportunity to demonstrate our vision for the future and build public support for what we believe is necessary. In my view, we should be crafting a set of ambitious goals for the future of this agency and designing strategies to deliver on them. Unfortunately, the document falls well short of that. While the plan includes a table that projects a robust expansion of routes and frequencies by 2030 (page 19), it glaringly lacks a process for achieving that. For example, how will we deliver service to Mission Bay with 20 minute frequency in the next fifteen years when the document does not even include Mission Bay in our ten year plan?

In addition to lacking a strategy to achieve the stated goals, I do not believe the plan goes far enough. For example, the twenty year plan does not identify opportunity sites south of Redwood City, despite the unprecedented commute constraints that plague the region. Exploding job growth in Silicon Valley is driving California's economy, but it has also precipitated severe congestion on Highway 101 and Caltrain. Ferries offer a relatively inexpensive solution for a convenient, comfortable, and congestion-free commute, yet the plan does not prepare for offering service near these critical employment centers.

Rather than crafting an ambitious expansion target and strategy to achieve that goal, the document repeatedly cites financial constraints as a justification for not building a more robust plan. The proposal specifically does not identify any new terminals for consideration over the next ten years due to lack of funding. To my knowledge, there have been no attempts to secure more funding, and in some cases money is apparently available. For example, San Mateo County is currently holding $15 million of Measure A funds which voters have approved for a terminal at the Port of Redwood City. There are also new private financing possibilities

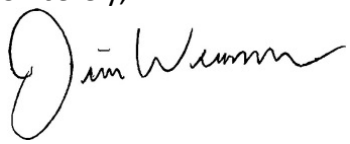
P 415.946.8777
F 415.981.6408
353 Sacramento Street, 10th Floor
San Francisco, California 94111
1215 K Street, Suite 2220
Sacramento, California 95814

emerging, as major employers are determined to improve commute options for their employees. I understand that the agency faces real financial constraints, but we should be identifying potential new revenue sources, developing partnerships with stakeholders, and exploring other opportunities to overcome these barriers. WETA must be the champion for an expanded system, and a fierce advocate for the services it provides.

Moreover, I feel strongly that the consideration of advanced clean propulsion technologies should be included in this strategic document. Governor Brown and the California Legislature have set us on an ambitious path to decarbonizing the state's transportation system, and we should be establishing ourselves as an environmental leader by operating the nation's least polluting ferries. We have repeatedly been presented with new technologies – including sail-assisted, battery diesel hybrid, and full battery-electric – that can dramatically reduce fuel consumption and greenhouse gas emissions, while also significantly driving down operating costs. We should not design a plan for the future that relies on technology from the past. Sustainable forms of transit will also qualify for new sources of revenue such as cap and trade funding and air quality management grants.

We must significantly expand our system in the short term to meet current demand and accommodate future growth, and the document should reflect our ambitious vision for expansion. I apologize that family obligations prevent me from attending the meeting tomorrow, but I look forward to working with my colleagues on the Board, WETA staff, and key stakeholders over the next few months as the document evolves into a robust vision for the future of ferry service on the bay.

Sincerely,



Jim Wunderman
Vice Chair
Water Emergency Transportation Authority

CC: Jody Breckenridge, Chair
Jeff DelBono
Timothy Donovan
Anthony Intintoli

P 415.946.8777
F 415.981.6408
353 Sacramento Street, 10th Floor
San Francisco, California 94111
1215 K Street, Suite 2220
Sacramento, California 95814

CITY MANAGER

David Biggs, City Manager

February 17, 2016

Chair and Board Members
Water Emergency Transportation Authority
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111

RE: COMMENTS ON DRAFT SHORT RANGE TRANSIT PLAN AND DRAFT STRATEGIC PLAN

Thank you for the opportunity to comment on the Authority's draft Short Range Transit Plan and draft Strategic Plan. The City of Hercules is currently constructing the second phase of the multi-phase Regional Intermodal Transportation Center, also known as the Hercules Intermodal Transportation Center, which is designed to integrate bus, rail and ferry transit services at a single location in West Contra Costa County. The Path to Transit phase, now underway and to be completed before the end of 2016, will enable the early initiation of bus transit services to the area and will set the stage for the improvements which will allow for train service. Ferry service will follow these other transit services to ultimately provide an integrated hub for all three modes.

The following comments are provided for each of the draft Plans now in their Public Comment period:

Short Range Transit Plan

Section 8.2.5 Carquinez Strait Terminals

By way of introduction of our specific comments, we would like to note that the CCTA study referenced in your draft Plans was based on a proposed ferry terminal location which would require significant costly initial and on-going dredging, and while the City had already turned its focus to moving the ferry terminal building to a more favorable on Hercules Point which would have much lower costs, this was not incorporated into the analysis. In addition, ridership assumptions and projections should be revisited as we believe ferry service will draw from a larger area including commuters diverted off of highly congested Interstate 80. We also believe that there will be a favorable response to the Richmond service once initiated and this will validate a greater level of demand, hence our on-going support of the Richmond service.

As to specific comments. in the first paragraph, the current language which reads "The report concluded that of the candidate ferry terminals in Contra Costa County, only the Richmond project is financially feasible at this time." The conclusion of the referenced study would be better summarized with some additional language added to the sentence above such as "…given existing WETA ferry service funding formulas and the need to identify local and regional funding sources beyond those already in place to support the Richmond service." In addition, it should reference the need for an updated study based on changed conditions.

The final paragraph of this section is incorrect. Measure J in Contra Costa dedicates funding towards the development of ferry service with this set-aside being evenly split between future Richmond and Hercules ferry services. The total estimated current level of funding available to the Hercules project is approximately $30.5 million over the life of Measure J. The City of Hercules has entered into an agreement with the City of Richmond to allow them to utilize the Hercules' share of these Measure J revenues to jump start the Richmond ferry services subject to Richmond repaying the funds when needed for Hercules ferry services.

We believe that language included in documents like the WETA Short Range Transit Plan have the potential to impact the ability to attract financial resources to desirable regional projects. As such a more anticipative tone and tenor reflects the commitment of key stakeholders to making additional ferry services a reality in the future, and while addressed in the draft Strategic Plan, should also be accurately reflected in the Short Range Transit Plan.

Strategic Plan

Partnerships (page 10)

The narrative on the ***Case Study: Richmond Partnership*** should be expanded slightly to acknowledge the role the Agreement for Funding of Ferry Service Between the City of Richmond and the City of Hercules played in enabling the Richmond Ferry Service to be advanced. In addition, the Agreement between the Cities of Richmond and Hercules should be included in the listed Resources as this agreement facilitated the Memorandum of Understanding and Funding Agreement with Contra Costa Transportation Authority for Richmond Ferry Services.

The 20 Year Vision (page 17)

The Hercules Terminal is listed as partially funded in the graphic on Page 17, which is correct, hence our comments related to the Short Range Transit Plan. It important that there be consistency between these two plans. It is expected that the Regional Intermodal Transportation Center in Hercules will be at the point to add ferry services well before the 20 year horizon addressed in this section and we believe the success of ferry services from Richmond would enable Hercules service to move forward into the 10 year timeframe or before.

The City of Hercules would also appreciate the opportunity to provide early input as a key stakeholder in the development of future updates or discussions of these Plans rather than just providing comments during the public review period as has been the case this time.

We look forward to working with WETA on future ferry service here in Hercules and are happy to have played a role in moving the Richmond Ferry services forward.

David C. Biggs
City Manager

Attachment: Hercules Staff Report re Richmond/Hercules Ferry Funding Agreement

PORT OF REDWOOD CITY
Serving Silicon Valley

675 Seaport Boulevard
Redwood City, California 94063-5568
650 306 4150 FAX 650 369 7636
E-mail: portofrc@redwoodcityport.com

February 17, 2016

Vice Admiral Jody A. Breckenridge, USCG, Ret.
Board Chair
Water Emergency Transportation Authority
Pier 9, Suite 111
San Francisco, CA 94111

Dear Vice Admiral Breckenridge & Members of the WETA Board:

On behalf of my fellow Commissioners and staff at the Port of Redwood City, we want to voice our dismay that the draft WETA Strategic Plan and draft Short Range Transit Plan (SRTP) both fail to accurately reflect the dynamic economic growth and demand for ferry passenger service in Redwood City and Silicon Valley.

We recommend that both plans update ridership projections for ferry service at the Port of Redwood City before they are adopted because circumstances in Silicon Valley and the Peninsula have changed dramatically since WETA's outdated projections. Redwood City is ready for water transit service now, not 20 years from now.

WETA's 2011 SRTP did not include any specific action to develop Redwood City ferry service and unfortunately five years later the new draft SRTP is the same – no action for Redwood City and the South Bay. We commented five years ago that the 2011 plan was based on inaccurate assumptions and outdated information and now five years later the 2016 plan essentially repeats the same language dismissing that Redwood City is ready for ferry service now.

In our view, both WETA's plans – the SRTP and the 20 year Strategic Plan -- should have definitive implementation steps for Redwood City ferry service in the next 10 years if not sooner.

Other facts to consider in developing plans for Redwood City ferry service are that Google and Facebook have both conducted ferry service trials with positive results and both are located within proximity to a ferry terminal at the Port of Redwood City. Google has retained the majority ownership of Pacific Shores Center, acquiring six building totaling one million square feet in October 2014. Pacific Shores Center is located within walking distance from the proposed ferry service terminal for the Port of Redwood City. Facebook is located only one freeway turnoff from the Port of Redwood City. The proposed terminal already has $15 million set aside through San Mateo County Measure A funds dedicated toward its construction.

Parts of the "Seven Steps Process" for new WETA expansion projects have already been completed for Redwood City including site selection and preliminary design. WETA should set a timeline for the next steps which would include updating feasibility studies with new ridership estimates, a project M.O.U., detailed design and environmental review.

Thank you for your consideration and opportunity to comment.

Sincerely,

Richard A. Claire

Richard Claire, Chairman

Cc: Nina Rannells, Executive Director - WETA

1017 MIDDLEFIELD ROAD
Redwood City, California 94063
Telephone (650) 780-7220
FAX (650) 261-9102
www.redwoodcity.org

February 17, 2016

Vice Admiral Jody A. Breckenridge, USCG, Ret.
Board Chair
Water Emergency Transportation Authority
Pier 9, Suite 111
San Francisco, CA 94111

Dear Vice Admiral Breckenridge & Members of the WETA Board:

Redwood City and our Port have been champions for ferry service to the South Bay since the inception of the original San Francisco Bay Water Transit Authority (WTA), the predecessor of the San Francisco Bay Area Water Emergency Transportation Authority (WETA). Redwood City Council Member, Diane Howard, for several years was Chair of WTA's Citizen Advisory Committee and Port Commissioner Dick Dodge was an active member of WTA's Technical Advisory Committee.

With this history, the City and Port have looked closely at WETA's draft Short Range Transit Plan (SRTP) and the draft WETA Strategic Plan. We are dismayed that both plans fail to reflect the current status of water transit demand and readiness in Redwood City and Silicon Valley.

The plans, which should be advocating and planning for aggressive strategies to fund and implement needed expansion of water transit, instead seem to be relying on old, outdated studies to justify waiting up to 20 or more years before implementing water transit routes that are needed today.

The City and Port in 2011 commented on WETA's 2011 version of a SRTP, saying then as we are saying again, that the ridership projections for Redwood City and Silicon Valley are erroneous and outdated. The San Francisco Peninsula and Silicon Valley have exploded with jobs, and freeways in San Mateo and Santa Clara counties are congested and transit systems are at capacity, making longer than ever commutes to travel to and from San Francisco and the East Bay.

Google and Facebook, two major employers with easy access to the future ferry terminal at the Port of Redwood City, both have already achieved, at their expense, successful water transit experiments, underscoring that the demand is here now – we do not need to wait for 20 years.

The San Mateo County Transit Authority is currently holding $15 million in Measure A funds which voters approved in the 2008 expenditure plan specifically for a terminal. We believe that there is private funding financing possibilities because traffic strangled employers are looking ways for improving commute options for their employees.

We urge WETA to work with us, the Port of Redwood City, and our local businesses to advance an expanded system ferry systems that includes Redwood City and the South Bay – we cannot wait another two decades.

Sincerely,

John Seybert, Mayor
City of Redwood City

C: City Council, Redwood City
Melissa Stevenson Diaz, City Manager

Good afternoon Chair Breckenridge and Board members. My name is Lorianna Kastrop, Port Commissioner at the Port of Redwood City. I am a volunteer, appointed by the City Council and representing the citizens of San Mateo County and the greater Silicon Valley area for the past 8 years. For those years I have regularly attended meetings and worked behind the scenes to support ferry service to Redwood City. The citizens of San Mateo County have taxed themselves through Measure A to provide $15 million in support of building a ferry terminal in Redwood City (RWC). No one on the peninsula has forgotten about that. In fact, almost every day I'm asked when we will be getting ferry service.

I am here today to call your attention to a golden opportunity. Right now, and only now, everything is in alignment to move ahead with ferry service to RWC. And yet, it is not in your Short Range Transportation Plan, nor even in your long-range Strategic Plan. This is literally missing the boat.

1) Preference of commuters. As you all know, highway 101 is congested all day and is a parking lot during commute hours. The Port of RWC is uniquely situated to have full boats going both directions. As a thriving corporate hub, many commuters are coming to work in RWC and many are going from the mid-peninsula to work in San Francisco. In fact, my son commutes from RWC to his job at Autodesk at One Market, across from the Ferry Building. He takes Caltrain to Millbrae and switches to BART. It takes him over an hour, not including the time it takes to get to the Caltrain station. People of his generation typically avoid commuting by car. The ferry would actually be faster than his current commute. Going the other way, we have major corporations needing ferry service from the City to the peninsula. I have been briefed by Google about the results of its pilot program of water transit to RWC. Google's results showed high employee satisfaction with water transit and a preference by its employees for the ferry versus the Google bus from San Francisco.
2) Terminal site. The Port of RWC is fully dredged to its authorized depth of 30 feet and is kept dredged via federal appropriations. Ship calls are a normal part of our operations and would not be a negative environmental impact. The Port of RWC has possible landing sites for ferries, and vacant land for a terminal and parking, but our Port Commission is under pressure to lease that land and it won't remain vacant for long, so that unique opportunity will diminish with time.
3) Potential Ridership. The Port of RWC is very close to major employers that already have shuttle fleets that can accommodate the "last mile" connection. Those include Facebook, which has already started private water transit to RWC, as well as Google, which has purchased 1 million SF of office space adjacent to the Port at Pacific Shores Center, the biotech and R&D offices 3 minutes away from the Port, and Stanford's new Redwood City campus consisting of 13 new buildings for thousands of employees, which has already received planning approval. The new campus is a 5 to 8 minute drive from the Port of RWC. Stanford also has its own shuttle service and has set aside funds from its community benefits program with the City of RWC for studying public transit connections. If a ferry terminal is planned, then Stanford will include that in its transit study and possible public transit connections. That opportunity will fade away quickly if we don't jump at it right now.
4) Political Support. In my many years of public service I have rarely seen such unanimous support for a project. In addition to the City Council of Redwood City, there is support for a RWC ferry terminal from the SMC Board of Supervisors, our state assembly member and state senator, the business community AND the environmental community. We even have the support of other

public transit agencies. I attended the Caltrain Commuter Coalition meeting where ferry service to RWC was voted in the top 3 options for alleviating congestion on the Caltrain corridor. I also was asked by Congresswoman Jackie Speier's office to speak at a hearing she called to address the Federal Aviation Administration. Since people are now getting in private airplanes to avoid highway commutes, I fear that if WETA does not put the RWC terminal in its plans, this unanimous support will fall apart and the Transportation Authority will have to consider repurposing the $15 million in funds for other badly needed transportation projects.

5) Good public policy. As you know, in a disaster the Peninsula and South Bay would be cut off from San Francisco and the East Bay for first responders and emergency supplies. With the ferry terminal in RWC, there will be a perfectly situated hub for multi-agency emergency response coordination. The Port of Redwood City already has an Interagency Operations Center ready for this purpose. It is simply the right thing to do, before it is too late.
6) Funding question. At the recent Bay Area Council Water Transit Committee meeting with Assemblyman David Chiu in attendance, I proposed that WETA begin the process of building the ferry terminal in Redwood City and *on a parallel track* there can be an effort to secure operational funding through public-private partnerships and Memorandums of Understanding for subsidies from major employers. The problem is that we cannot secure those MOUs if WETA doesn't even have RWC service in its strategic plan. Once an action plan is created and an EIR/EIS is underway, we will have at least 6 years to secure operational funds by the time the terminal is built. That is a long while in Silicon Valley terms. If you wait for corporate funds to materialize before you even put the RWC terminal in your plans, then we have nothing to "pitch" to the Silicon Valley corporations, who are accustomed to moving quickly into areas of opportunity. They won't commit funds if there is no business plan in place. I can assure you that waiting 20 years for publicly funded projects to materialize is not the way Silicon Valley works. The capital funds already available can get the project moving and solicitation for the operational funds needed can occur in tandem. That just makes sense.

As I said, I've been working on this for 8 years, and I'm willing to see it through, but as someone who has to take time off of my job for every meeting, I can state that citizen collaborators cannot wait forever, and they will hold public policymakers accountable for their appropriated tax dollars. We have an excellent window of opportunity right now, and if we wait too long, corporations and their employees will find other private alternatives and the public will be shut out of the process. I ask you to please decide on action steps to add the RWC public ferry terminal to your Short Range Transportation Plan and not miss the boat.

Thank you very much for your consideration.

CONTRA COSTA
transportation
authority

February 19, 2016

Kevin Connolly
Manager of Planning and Development
WETA Pier 9, Suite 111
San Francisco, CA 94111

Subject: Contra Costa Transportation Authority Comments on the 2016 WETA Strategic Plan

Dear Mr. Connolly:

Thank you for the opportunity to provide comments on the 2016 San Francisco Bay Area Water Emergency Transportation Authority (WETA) Strategic Plan. We believe the document is a good step in developing a roadmap for future investments and expansion of ferry service in the San Francisco Bay. However, there are two areas we feel need some attention in the plan.

The Contra Costa Transportation Authority (CCTA) believes that innovative technologies will help to solve many of the transportation problems we experience today. These emerging technologies and ideas will not only help reduce greenhouse gas (GHG) emissions to help meet our regional and state goals but will also improve operational efficiencies leading to lower operating costs and improved service to passengers. CCTA encourages WETA to make a commitment to fostering innovative approaches to ferry service delivery, and invest in these innovations when appropriate. These could include anything from hull design and propulsion systems to landside improvements, fare collection, and passenger amenities.

Secondly, CCTA believes WETA should address future funding allocations in the 2016 WETA Strategic Plan. While current regional and state funding is dedicated to maintaining existing operations, if new sources of regional, state or federal operating funds become available, the WETA Board should adopt a policy that establishes criteria that any route in the WETA system could utilize a portion of any new fund source. Through fares and the Contra Costa transportation sales tax, Measure J, Contra Costa has elected to provide full operating funding to the

2999 Oak Road
Suite 100
Walnut Creek
CA 94597
PHONE: 925.256.4700
FAX: 925.256.4701
www.ccta.net

Richmond service for a projected 10 years beginning in 2018. CCTA requests the 2016 WETA Strategic Plan adopt a more equitable approach in revenue allocation for potential new funding to enable or enhance service expansions, like the one CCTA will be funding, or to expand operations on existing routes.

Please consider these comments as you finalize the 2016 WETA Strategic Plan and thank you again for the opportunity to comment. If you have any questions please do not hesitate to call me or a member of the CCTA team.

Sincerely,

Randell H. Iwasaki
Executive Director

Solano Transportation Authority
. . . working for you!

SOLANO TRANSPORTATION AUTHORITY

Member Agencies:
Benicia • Dixon • Fairfield • Rio Vista • Suisun City • Vacaville • Vallejo • Solano County

One Harbor Center, Ste. 130, Suisun City, CA 94585-2473 • Phone (707) 424-6075 / Fax (707) 424-6074
Email: info@sta.ca.gov • Website: sta.ca.gov

February 19, 2016

Kevin Connolly
Manager of Planning and Development
c/o WETA
Pier 9, Suite 111
San Francisco, CA 94111

Via Email: connolly@watertransit.org

RE: Water Emergency Transportation Authority (WETA) Draft Short Range Transit Plan and Draft Strategic Plan

Dear Mr. Connolly:

Thank you for providing WETA's Draft SRTP and Draft Strategic Plan for Solano Transportation Authority (STA)'s review. On behalf of the Solano Transportation Authority (STA), we submit the following comments regarding the draft Short Range Transit Plan (SRTP) and the draft Strategic Plan:

1. The STA would like to thank WETA for including in this Draft SRTP a plan to address both recent ridership growth, and an anticipated 11% annual growth in ridership that is projected to occur on the Vallejo Ferry, through an 11% increase in peak-period service.
2. The Draft SRTP also estimates that the Vallejo Ferry's ridership growth rate will slow to three percent (3%) in 2020, due to capacity constraints. The STA understands that the capacity constraint is projected to occur due to financial constraints. As such, the STA recommends including support for advocating for funding for the continued expansion of the Vallejo Ferry service to meet longer range service demands beyond 2020.
3. The Draft Strategic Plan envisions that by 2030, the peak frequency for the Vallejo Ferry should increase from 40 minutes to 20 minutes, this will help alleviate capacity concerns and congestion, therefore the STA strongly supports this plan.

To conclude, the STA believes that WETA's Draft SRTP is well thought out and developed, and provides a realistic approach to near-term ferry service enhancements. The Draft Strategic Plan has laid out a strong vision for the future, and the ten strategic priorities should provide a guiding document for future service enhancements. Further, we support WETA's planned enhancement and expansion of the Vallejo Ferry service, which provides alternatives to congestion on the I-80 corridor. Thank you again for the opportunity to provide our comments.

Sincerely,

Daryl K. Halls
Executive Director

CC: STA Board Members
Mayor and City Council, City of Vallejo
Kate Miller, NCTA

Community and Economic Development Department 555 Santa Clara Street Vallejo· CA 94590 707.648.4326

February 19, 2016

Kevin Connolly
Manager of Planning and Development
c/o WETA
Pier 9, Suite 111
San Francisco, CA 94111

Via Email (contactus@watertransit.org)

Dear Mr. Connolly,

Thank you for the opportunity to submit comments to the Water Emergency Transportation Authority (WETA) on the draft Strategic Plan. On behalf of the City of Vallejo, I provide the following comments:

1. The City of Vallejo benefits significantly from WETA's presence. According to data in the draft Strategic Plan, Vallejo's average daily ridership has increased by 30% from 2012-2015. In addition, Vallejo's Peak Departure Utilization consistently exceeded the maximum under WETA's Service Quality Policy of 80% in August 2015. We recognize the importance of ferry service in Vallejo to both commuter and tourist populations both now and in the future. As such, the City of Vallejo strongly supports the continued investment in existing service, and encourages more frequent service with larger-capacity vessels to meet the anticipated demand, as considered in the draft Strategic Plan.
2. The draft Strategic Plan discusses how partnerships with private and public sectors can substantially improve the stability of, and funding for, the ferry system. The City of Vallejo concurs with WETA in stressing the importance of strategic partnerships with communities benefitting from ferry service. The City of Vallejo will continue to play an important role in maintaining and increasing ferry ridership through the provision of supportive access infrastructure such as the City-owned parking structures in close proximity to the Ferry Terminal. City leadership will continue to advocate for initiatives supportive of WETA at the regional and state levels. In addition, we will engage WETA in the City's upcoming Local Hazard Mitigation Plan (LHMP) process, to ensure WETA's role in emergency response and preparedness activities is clearly stated and acknowledged.
3. As recognized in the draft Strategic Plan, WETA plays an important role in economic development efforts in partner cities. This is especially true in Vallejo, where the ferry

serves as a focal point and catalyst in generating interest in downtown and waterfront redevelopment. The City of Vallejo strongly supports Strategic Priority 2.8: "Continue to serve as a catalyst for economic development and transit-oriented development initiatives". The City is currently updating its General Plan, a 20-year comprehensive policy document that sets for a vision for physical and economic development. The community-driven process has unequivocally found that WETA's ferry service and continued investment in the City through the provision of the Mare Island Maintenance Facility is a critical community amenity and provides an important foundation to the successful development of Vallejo's waterfront, downtown and Mare Island.

To conclude, the City of Vallejo recognizes that ferry service is currently funded through five-year cycle. We support and encourage WETA to continue funding the enhancement of ferry service to Vallejo, as we are committed to promoting the value of WETA as a commuter and visitor-serving transit option and as a critical emergency transportation provider. Vallejo, furthermore, is poised to activate additional commuter ferry populations through the development of key sites within close proximity to the City's Ferry Terminal, future Mare Island facility, and other modes of public transit with linkages to WETA's facilities.

Once again, thank you for the opportunity to comment. Please contact me at andrea.ouse@cityofvallejo.net or at (707) 648-4326 if you have any questions.

Regards,

Andrea J. Ouse
Community and Economic Development Director
City of Vallejo

Cc (via email): Daniel E. Keen, City Manager
Craig Whittom, Assistant City Manager
David Kleinschmidt, Public Works Director
Daryl Halls, Executive Director, Solano Transportation Authority (STA)

February 24, 2016

Kevin Connolly
Manager of Planning and Development
c/o WETA
Pier 9, Suite 111
San Francisco, CA 94111

Via Email (contactus@watertransit.org)

Thank you for the opportunity to submit comments to the Water Emergency Transportation Authority (EA) on the draft Strategic Plan. On behalf of the City of Alameda, I am providing the following comments:

1. The City of Alameda supports that WETA has embarked upon a long-term vision for ferry service in the San Francisco Bay Area with the goal of making ferries the "first-choice travel option for thousands of people every day". This vision is significant for Alameda, especially for Western Alameda because of the growth of over a thousand households and 9,000 jobs planned at the former Naval Air Station (Alameda Point). According to data in WETA's Short Range Transit Plan (2016), Alameda's Main Street Ferry Terminal is reaching capacity and overall ridership rose 14% per year from July 2012 to July 2015. The City of Alameda strongly supports the continued investment in expanded service to meet the current and anticipated demand and is in agreement with the importance of strategic partnerships with public and private sections to improve the stability and funding for the ferry system.

2. We recommend creating a chapter/section that creates an ambitious vision and goals for long-term expansion of public ferry service in the Bay Area, especially in light of the fast-approaching capacity limitations of other transbay transit service. The City of Alameda believes that this is a unique opportunity for well-planned and visionary water transit and WETA should be at the forefront of this movement. Alameda looks forward to being an integral contributing partner in that effort.

3. We are appreciative that the Seaplane Lagoon Ferry Terminal is included in your list of future expansion terminals, as we begin to take the first steps toward design and permitting. For WETA the new ferry terminal locates service within walking distance of a major development, which will maximize demand for their services from the residents and employees located at Alameda Point. It creates new parking facilities (currently a 400-space parking lot is planned at Alameda Point) for existing residents since available parking at the Main Street Terminal is close to reaching capacity. And it allows WETA to easily coordinate the Main Street and Seaplane Lagoon services as one West End service (i.e., boats can be moved in and out of both terminals) to meet shifting demands from each terminal and from Oakland, creating long-term flexibility for WETA.

Base Reuse Department
2263 Santa Clara Avenue, Room 130
Alameda, California 94501-4477
510.747.7440 • Fax 510.523.1081 • TTY 510.522.7538

4. The City of Alameda encourages WETA to address more directly the impact of greenhouse gas emissions of ferry service in the Strategic Plan's long term vision and take a stronger stance in concert with ferry operators around the country to require vessel builders to innovate and find ways to reduce GHG emission. In addition, the City of Alameda agrees with locating terminals where alternative modes are accommodated by bicycles, transit and pedestrians as is the case with the proposed Seaplane Lagoon.

5. The City of Alameda believes that WETA's Strategic Priority 1.5 - Provide safe, clean, and attractive terminal facilities- is critical to the achievement of many of the other priorities. With two older ferry terminals – Main Street and Harbor Bay – on-going maintenance and improvement of the terminal, parking and surrounding facilities is necessary to continue to meet the needs of riders and must be balanced with funding for expansion.

The foregoing comments are representative of staff's initial comments on the Draft Strategic Plan. Due to the timeline for comments and the fact that our Transportation Commission meets only every other month, we would like to reserve the right to offer additional comments from our Commissioners and members of the community once they have had a chance to meet and discuss it.

The City of Alameda is supportive and actively promotes the value of WETA as a commuting transit option and as a critical emergency transportation provider. Thank you for the opportunity to comment on your Strategic Plan and we look forward to more opportunities to partner with the Board and your staff on enhancing ferry service in Alameda.

Regards,

Jennifer Ott,
City of Alameda,
Chief Operating Officer, Alameda Point

Cc: (via email): Liz Warmerdam, Interim City Manager
Amy Wooldridge, Interim Assistant City Manager
Bob Haun, Interim Assistant City Manager
Liam Garland, Interim Public Works Director

AGENDA ITEM 8
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Kevin Connolly, Manager, Planning & Development

SUBJECT: **Identify Next Steps for the Draft WETA Strategic Plan**

Recommendation
Reopen the public comment period and appoint a subcommittee of the Board to review and evaluate the Draft Strategic Plan with the intent that the Subcommittee will return in April to reset a schedule for further meetings and plan adoption.

Background
The 2016 WETA Strategic Plan presents a vision for the next 20 years of ferry service in the San Francisco Bay Area. The plan comes at a pivotal period in WETA's history. Rising ridership driven by a strong regional economy with focused job growth in San Francisco has made the ferry more popular than ever.

The WETA Strategic Plan maintains a focus on describing a vision for a 20-year horizon and sets out the policy framework needed to realize that vision, regardless of funding or other constraints that may exist today. Near term and immediate activities, which need to be carried out within funding constraints, are incorporated into WETA's 2015-16 to FY 2024-25 Short Range Transit Plan and in supporting policy-level documents such as WETA's System Expansion Policy, Fare Program and Emergency Response Plan.

The Strategic Plan process began in March 2015 with an introductory Board workshop that provided background and identified strategic areas for discussion. A second workshop in May 2015 provided an opportunity to consider new WETA policies related to service performance and expansion. Taking input from the Board, WETA staff spent the summer reaching out to stakeholders, sharing draft strategic plan policies and gaining valuable input for the eventual draft plan. Working with a consultant – Transportation Analytics – staff developed the draft document which will now be shared with the general public for input before an anticipated adoption in March 2016.

The Draft 2016 WETA Strategic Plan was reviewed with the Board of Directors at their January 14, 2016 meeting and then released for public review and input. The deadline for submission of comments was February 19. In all, 12 comment letters were submitted, either through email, the WETA web site or letter. The comments – which are attached along with preliminary responses drafted by staff -- can be grouped into several themes.

Theme	Commenter
The Plan does not provide an adequate vision for WETA expansion, limiting ferry expansion due to financial or regulatory constraints.	Bay Area Council (BAC), San Mateo Economic Development Association (SAMCEDA)
The Plan needs to better emphasize the needs of existing and planned services through increased funding and service levels.	City of Vallejo, Solano Transportation Authority, Contra Costa Transportation Authority (CCTA)
The Plan does not provide sufficient detail on proposed expansion projects.	BAC, SAMCEDA, Port of Redwood City
Specific expansion projects (Hercules, Redwood City, Alviso) are: relegated to long term status, should begin Environmental clearance, require updated ridership estimates, are able to bring private investment.	City of Hercules, City of Redwood City, Port of Redwood City, Port Commissioner Kastrop, Santa Clara County Board of Supervisor's President Dave Cortese
Special requests: more parking, late night service, San Leandro terminal, name change to WTA, clean technology vessels.	Harbor Bay residents Garth & Yu, ferry rider Brodie, CCTA, BAC

.

Discussion

The draft Strategic Plan was the culmination of 12 months of board workshops and stakeholder meeting. The original schedule anticipated adopting both the Short Range Transit Plan (SRTP) and the Strategic Plan at the March meeting. While the SRTP is complete and needs to be submitted to the Metropolitan Transportation Commission (MTC), the draft Strategic Plan could benefit from some additional discussion at the Board level and outreach to targeted stakeholders.

Based upon initial input received on the plan and direction from Chair Breckenridge, a subcommittee of the Board could be established to take an in-depth view of the Strategic Plan, reviewing the proposed Mission and Vision. The subcommittee would meet with staff and relevant stakeholders and return to the Board in April to discuss a proposed timeline for further plan discussion and adoption.

Fiscal Impact

There is no fiscal impact associated with this item.

END

SAN FRANCISCO BAY AREA

WATER EMERGENCY TRANSPORTATION AUTHORITY

EMERGENCY RESPONSE PLAN

March 2016

This page intentionally left blank

Quickstart Guide and Activation Checklist

Use the Quickstart Guide contained in the WETA EOP, located in **Appendix B** of this document.

This page intentionally left blank

The Plan Outline and Plan Organization

Section 1: Provides the purpose, objectives, scope, organization, and assumptions of The Plan.

Section 2: Describes the roles, responsibilities, and authorities of Federal, State, regional, county, local government agencies, and the private sector. These entities may provide guidance and direction of resources during an incident that requires emergency water transportation operations in support of moving first responders and survivors. For purposes of this Plan, emergency water transportation is defined as the movement of first responders, disaster service workers (DSW), and survivors using passenger vessels.

Section 3: Describes the Concept of Operations that details processes for providing access through a coordinated emergency transportation strategy (including emergency water transportation operations) to enable incident response and recovery.

Section 4: Describes communications systems, information exchange processes, and staff notification procedures.

Section 5: Describes how the Plan will be maintained, updated, and exercised.

Appendix A: Contains a glossary of acronyms, abbreviations, and key terms.

Appendix B: Provides the Emergency Operations Plan (EOP) and Emergency Operations Center (EOC) Standard Operating Procedures.

Appendix C: Provides a Response Timeline. The Response Timeline identifies specific tasks to accomplish during incident response and recovery phases.

Appendix D: Lists potential emergency ferry terminal sites.

Appendix E: Lists Bay Area regional passenger vessel operators.

Appendix F: Lists guidance documents used to prepare The Plan and useful as references for training and incident operations.

This page intentionally left blank

Disclaimer

This Plan ("The Plan") describes the San Francisco Bay Area Water Emergency Transportation Authority's (WETA) general strategy for emergency water transportation system management in response to a catastrophic incident affecting Bay Area regional transportation operations. The Plan has been prepared in accordance with the standards of the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS), and other Federal and State requirements and standards for emergency response plans applicable as of the publication date of The Plan. The Plan provides guidance only. It is intended for use in further development of response capabilities, implementation of training and exercises, and defining the general approach to emergency water transportation for the movement of survivors, first responders, and DSWs. The actual response to an incident, whether at WETA facilities or affecting the region, is dependent on:

- Specific conditions of the incident, including the incident type, geographic extent, severity, timing, and duration
- Availability of resources for response at the time of the incident
- Tactical decisions made by Incident Commanders at the field level and strategic decisions made by elected or appointed leadership
- Actions taken by neighboring jurisdictions, the State, and the Federal Government

These and other factors may result in unforeseen circumstances, prevent the implementation of The Plan components, or require actions that are significantly different from those described in The Plan. WETA and its contractors, and other organizations that have participated in The Plan development, the State, and the Federal government are not responsible for circumstances related to the implementation of The Plan during an incident.

The Plan is not applicable outside the San Francisco Bay region that comprises the planning area.

This page intentionally left blank

Record of Changes

Each update or change to The Plan should be tracked. When changes to The Plan are made, document the change number, the date of the change, the name of the person who made the change, and add a summary description of the change. See **Section 5** for more information on the process for reviewing and revising The Plan.

Change No.	Description	Date Entered	Posted By

Letter of Promulgation

Approval Date: [Insert Approval Date Here]

To: Plan Holders

The preservation of life, property, and the environment is an inherent responsibility of local, State, and Federal government. WETA has prepared this Emergency Response Plan (ERP) to ensure the most effective and economical allocation of resources for protection of people and property in time a catastrophic incident. The objective of this Plan is to provide guidance for WETA and other agency staff to implement during and after an incident that severely disrupts the regional transportation system. The Plan provides WETA staff and partner agencies with a basic blueprint that addresses planning assumptions, roles and responsibilities, emergency water transportation operations, and incident communications. The WETA Emergency Operations Plan (EOP) provides staff with guidance for all hazards and is maintained as a separate document.

While no plan can completely prevent loss of life or property, good plans carried out by knowledgeable and well-trained personnel can and will minimize losses. This Plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of WETA's emergency response staff and support elements using the Standardized Emergency Management System.

The Operations Division will annually coordinate review of this Plan and collaborate with other staff to ensure that our emergency processes are responsive to our needs. All WETA staff will become familiar with this plan and their role in the event of an EOC activation where they will be called upon to assist and support the EOC.

The WETA Board of Directors gives its full support to this Plan and urges all officials, employees, and contractors—individually and collectively—to do their share in supporting the emergency efforts of WETA.

This letter promulgates the WETA ERP and EOP and constitutes WETA's adoption of the ERP and the Standardized Emergency Management System.

[Valediction]

[Signature]

Executive Director

This page intentionally left blank

How to use The Plan

The Water Emergency Transportation Authority (WETA) Emergency Response Plan ("The Plan") is designed to support WETA and other agency staff to manage emergency water transportation operations after a catastrophic incident that results in severe damage to normal transportation systems. Emergency water transportation operations are defined as emergency movement of survivors as well as movement of first responders and disaster service workers (DSWs) to support incident operations.

As an emergency authority, WETA serves as an operational coordinating organization to manage emergency water transportation after an incident that disrupts normal regional transportation systems. The Plan will most likely be implemented after a catastrophic incident that results in a Governor's Proclamation of Emergency and an accompanying Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 100-707) (Stafford Act) Disaster Declaration that will require activation of the State Operations Center (SOC). In that respect, it is not an all hazards plan.

As a transit operator, San Francisco Bay Ferry manages normal ferry transit operations. The WETA Emergency Operations Plan (EOP), **Appendix B** of this Plan, is designed to support WETA staff in conducting all hazards response short of a proclamation of emergency. The EOP is designed to address transit disruptions that affect San Francisco Bay Ferry operations or that may require additional service to support commuters, but that may not require activation of the WETA Emergency Operations Center (EOC). Generally, during incidents of this type, the Metropolitan Transportation Commission (MTC) will normally serve as a non-operational coordinating agency for Bay Area transportation systems.

The Plan and the EOP together support the two operational roles of the San Francisco Bay Ferry/WETA.

The Plan provides WETA staff and partner agencies with a basic plan that addresses planning assumptions, roles and responsibilities, emergency water transportation operations, and incident communications. Keys to making The Plan operational are the Operational Priorities and Courses of Action (COA) that are in **Section 3.** Operational Priorities are overarching goals that direct WETA managed emergency water transportation operations within its purview. They are selected as pre-incident guidance to support the COAs that list specific operational activities. Consistent with other regional catastrophic incident guidance, the timeframes for emergency water transportation operations are phased upon a triggering event.

As an incident occurs, staff should review the **Quickstart Guide, contained within the EOP,** to initiate response. The key to effective response is developing situational awareness. The EOP contains an Information Collection Plan that describes the types of information that must be gathered and shared for senior leaders, emergency managers, EOC staff, and Incident Commanders to understand the situation and make decisions regarding detailed response priorities and resource allocations. The Information Collection Plan includes sources for information, products to share information, a timeline

for collecting information, and is designed as a template for further development based on individual incident requirements.

Based on situational awareness, WETA and other agency staff should use the Response Timeline in **Appendix C** to manage emergency water transportation operations. The Response Timeline identifies the tasks needed to support the COAs identified in **Section 3.1**. Each task is identified under its corresponding COA, along with the entities likely involved in coordinating and accomplishing the task, and any additional details. Many tasks are likely to span multiple time frames and may start and stop at different times in localities throughout the region because of local circumstances.

Table of Contents

Figures and Tables:

1. Introduction

This section provides an overview of the Water Emergency Transportation Authority (WETA) Emergency Response Plan ("The Plan").

1.1. Introduction and Overview

The San Francisco Bay Area is subject to a number of potential hazards that may affect both large population numbers and wide areas of the region. A major earthquake similar in magnitude to the 1906 incident will severely disrupt normal surface transportation systems operations as well as damage or destroy other critical infrastructure. The impacts on transportation networks will make movement of survivors and first responders challenging for days, weeks and months, and affect both response and recovery operations. To prepare for and respond to incidents of this nature, WETA was created by State of California legislation in 2007, superseding the San Francisco Bay Water Transit Authority (WTA) with the intent:

"To provide a unified, comprehensive institutional structure for the ownership and governance of a water transportation system that shall provide comprehensive water transportation and emergency coordination services for the Bay Area Region" (Government Code Section 66540.2).

WETA was created to plan and operate water transit services on San Francisco Bay and is authorized to coordinate maritime emergency response for water transportation operations in the Bay Area. Emergency water transportation operations are defined as emergency movement of survivors as well as movement of first responders and disaster service workers (DSWs) to support incident response. Thus, WETA is an emergency response transportation organization and an operator of public transit ferry service, a dual role that is unique among San Francisco Bay Area transit agencies.

As an emergency authority, WETA manages emergency water transportation after a catastrophic incident that severely disrupts normal regional transportation systems. The Plan will most likely be implemented after an incident that results in a Governor's Proclamation of Emergency and an accompanying Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 100-707) (Stafford Act) Disaster Declaration that will require activation of the State Operations Center (SOC). The Plan also includes an Emergency Operations Plan (EOP) which details emergency operations processes and procedures for WETA staff to apply during all other incidents that affect ferry transit service.

1.2. Scope

Under the San Francisco Bay Ferry brand, WETA carries over two million passengers annually utilizing a fleet of 12 high speed passenger-only ferry vessels on four ferry routes on the San Francisco Bay. Pursuant to Section 66540.5, during a state of war emergency, a state of emergency, or a local emergency, WETA, in cooperation with the California Governor's Office of Emergency Services (Cal OES), the U.S. Coast Guard (USCG), the Federal Emergency Management Agency (FEMA), and the Metropolitan Transportation Commission (MTC), shall coordinate the emergency activities for all water transportation services in the Bay Area region. **Figure 1** provides a depiction of the public Ferry Routes on the San Francisco Bay.

Figure 1: Public Ferry Routes on the San Francisco Bay

WETA provides the following emergency water transportation services when requested by Cal OES:

- Movement of survivors under emergency conditions
- Transportation of first responders and DSWs

WETA may also provide emergency water transportation services under its own authority for response to incidents that threaten immediate life safety of Bay Area populations.

WETA will plan, manage, operate, and coordinate emergency water transportation for ferry vessels, generally over 149 passengers, as regulated by the USCG, who has the legal authority and ability to monitor and/or control vessel traffic. WETA may also assist with coordination of smaller vessels, such as water taxis, if a specific need is requested.

The Plan is one of several guidance documents designed to support Bay Area transportation agencies and authorities to restore passenger transportation mobility after a major or catastrophic incident. The Plan:

- Identifies WETA's roles and responsibilities as both an emergency management authority and a passenger ferry transit operator
- Identifies resources that WETA may require to provide and coordinate emergency water transportation
- Provides an operational framework and actionable guidance for WETA to coordinate Bay Area emergency water passenger transportation services during incident response and recovery operations
- •Provides detailed guidance on operation of the WETA Emergency Operations Center (EOC) including information collection and analysis, action planning and resource management. This information is included in the WETA EOP, which is **Appendix B** of the Plan.

1.3. Objectives

The Plan provides guidance for WETA staff to implement during and after a catastrophic incident that severely disrupts the regional transportation system. It defines processes and procedures for coordinated management of emergency water transportation resources during response and recovery operations that include activities to:

- Take actions to provide for the safety of onboard passengers and vessel crews
- Assess the condition, safety, operability, and capability of Bay Area passenger vessels in the immediate aftermath of an emergency
- Identify resources needed to conduct emergency water transportation services including those from other transportation entities or from outside the Bay Area and coordinate overall water transportation resource management as it relates to emergency water transportation with other emergency management agencies such as Cal OES, MTC and the USCG
- Respond to requests from Cal OES to provide and manage emergency water transportation services during incident response and recovery operations

- Provide emergency water transportation resources and manage emergency water transportation services to restore life-line routes as quickly and completely as possible
- Facilitate requests for mutual aid from other transportation agencies affected by an emergency

1.4. Planning Assumptions

The following assumptions are applicable to the development and implementation of The Plan:

- The Plan applies to catastrophic incidents that are regional and have severe, large-scale impacts. It recognizes that a major earthquake is the most likely catastrophic incident affecting the Bay Area that requires emergency water transportation operations.
- WETA emergency water transportation services will be for the provision of passenger movement and those goods or possessions passengers can carry themselves.
- The Captain of the Port, USCG Sector San Francisco, has ultimate authority over management of the waterways on which WETA operates. WETA is governed by the USCG Maritime Security (MARSEC) levels, and will provide appropriate protective security measures according to USCG approved vessel and facility security plans.
- Cal OES will prioritize requirements for emergency water transportation services, including the movement of survivors, and transportation of first responders or DSWs
- The safety and security of WETA staff, passengers, WETA Transit Operations, and physical assets (such as ferryboats) are primary considerations in all operations
- WETA and partner agencies will assess the condition of terminals, vessels and the safety of navigation as soon as possible before commencing emergency water transportation services
- Current WETA facilities and vessels are compliant with the Americans with Disabilities Act. During emergency water transportation operations, WETA will make every effort to provide service to populations with disabilities and those with other functional needs.
- WETA will first use existing WETA controlled/utilized passenger terminal facilities for water transportation services and as needed, other terminal facilities that may be made available
- Movement of first responders and survivors requiring waterborne operations will require coordination with other transportation service providers, and mass care and shelter managers. Local government/Operational Areas/transit agencies will provide local transportation service resources to connect to ferry terminals for passengers transported by WETA in an emergency.
- WETA will accommodate service animals accompanying a passenger under all conditions. WETA will accommodate companion animals to the best of its ability consistent with public safety and other animal transportation policies.
- WETA will seek fares or reimbursement for the provision of emergency water transportation service
- As a regional government authority, WETA may apply for Public Assistance reimbursement under the California Disaster Assistance Act, the Stafford Act and other sources as appropriate

1.5. Organization of Regional Emergency Transportation Response Agencies

WETA is a regional authority and as such falls into the Regional Level of the California State Emergency Management System (SEMS). WETA collaborates with MTC and other agencies in California Emergency Function 1 (EF 1) Transportation, a group which supports the California Office of Emergency Services' (Cal OES) State Operations Center (SOC) with transportation expertise in order for Cal OES to prioritize the response and create a transportation service plan to respond to the emergency. WETA provides status reports on the ferry system and regional ferry assets to both the SOC through EF 1 Transportation as well as directly to MTC. EF 1 Transportation is led by Caltrans at the SOC. **Figure 4 in Section 3** depicts the organization of EF 1 and its component agencies.

Dependent upon the specific incident requirements and the availability of passenger vessel resources and operable terminals, agencies supporting EF 1 Transportation will develop a priority route system for movement of survivors and movement of first responders and DSWs. Coordination of a water and land emergency transportation service plan of operations for movement of these populations will require multi-agency coordination with MTC, Caltrans, USCG, surface transportation agencies, organizations operating shelters and jurisdictions requesting transport. This coordination is accomplished through EF 1 Transportation and EF 6 Mass Care at the SOC. WETA will manage and operate water transportation routes that provide service between ferry terminals as part of a larger transportation system that connects with care and shelter sites or base camps (which are likely to be distant from ferry terminals).

This page intentionally left blank

2. Roles, Responsibilities and Authorities

This section of The Plan provides information on the roles and responsibilities of local, regional, State and Federal government agencies, and the authorities under which they coordinate with WETA for emergency water transportation operations.

2.1. Federal

When Federal assistance is required, Cal OES coordinates requests for assistance and participates with the Federal government to establish a Unified Coordination Group and operate the Joint Field Office (JFO). Federal assistance is normally provided only when available local, State and mutual aid resources no longer meet requirements to respond to the incident.

Numerous Federal agencies may have a role in emergency response and recovery operations including movement of survivors operations. The following Federal agencies have regulatory authorities and/or the capability to provide resources to support emergency water transportation operations.

2.1.1. U.S. Department of Homeland Security/Federal Emergency Management Agency

The U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) is the agency designated by the Stafford Act to manage the Federal response to major disasters in support of states. FEMA has ten regional offices in the country each headed by a regional administrator. The regional field structures are FEMA's permanent presence for communities and states across the Nation. The FEMA Region IX office in Oakland, California, has a staffed Watch Center to provide situational awareness and incident reporting. This office also supports Incident Management Assistance Teams (IMATs) that provide initial support of response operations. A FEMA national IMAT is based in Mather, California, and is deployed to provide Federal support to the State Operations Center (SOC) by activating and staffing the JFO.

Upon notification that a catastrophic disaster has occurred, FEMA provides evacuation planning technical assistance and logistics support to operations including fuel. Additionally, FEMA administers the Stafford Act which supports post-disaster Public Assistance programs.

A Federal agency may support State and local response either under its own authority or as part of a coordinated Federal response under the National Response Framework (NRF). Under the NRF, Emergency Support Functions (ESFs) provide the structure for coordinating regional, State, and Federal interagency support for response to an event. A definition of each ESF with the lead agency is provided in **Appendix A.** ESFs are mechanisms for grouping functions most frequently used to provide Federal support to states for declared disasters and emergencies under the Stafford Act. Federal support for movement of survivors is coordinated by ESF 6 (FEMA). ESF 6 provides resources, subject matter expertise, and coordination with other FEMA components and ESF 6 partners, including ESF 1 (Transportation) to support mass evacuation activities.

2.1.2. U.S. Coast Guard

United States Coast Guard (USCG) Sector San Francisco provides federal jurisdiction over navigable waters of the San Francisco/San Pablo Bay and the Sacramento–San Joaquin River Delta. The Sector operates the San Francisco Bay vessel traffic system (VTS). VTS coordinates the safe and efficient transit of vessels in San Francisco Bay in an effort to prevent accidents and the associated loss of life and damage to property and the environment. During a disaster, the USCG will:

- Maintain, monitor, and report on the safety and navigability of Bay Area waterways
- Maintain aids to navigation
- Conduct waterborne search and rescue
- Provide waterborne security, if required, for movement of vessels on Bay Area waterways
- Make and enforce decisions regarding the use of waterways, including opening or closing waterways to vessel traffic
- Activate the Maritime Transportation System Recovery Unit (MTSRU). The MTSRU is responsible for restoring the commercial capacity of a waterway following a natural or manmade disruption.
- Activate the Vessel Mutual Aid Plan (V-MAP). The purpose of the V-MAP is to enhance local capabilities to effectively manage a catastrophic, in-port search and rescue incident. The 2012 V-MAP Plan and V-MAP website can be found at: https://vmap.sfmx.org/_layouts/15/start.aspx#/SitePages/Home.aspx

2.1.3. U.S. Army Corps of Engineers

The U.S. Army Corps of Engineers (USACE) is responsible for maintaining the serviceability of navigable waters in the United States. In a disaster, USACE directs and coordinates debris removal, conducts dredged channel surveys, and other channel-clearing operations to restore water access to ports and ferry terminals. USACE also assists with restoration of other critical infrastructure and general relief efforts such as the distribution of food, water, and other critical supplies.

2.1.4. DOT / Maritime Administration

The Maritime Administration (MARAD) is an agency within the U.S. Department of Transportation that deals with waterborne transportation. MARAD operates 12 Ready Reserve Force (RRF) ships in the Bay Area. These ships are kept in a reduced operating status and could provide support to emergency operations. MARAD ships may be mission assigned by FEMA through ESF-1 to provide fuel to ferry vessels. WETA will need to provide fueling hoses and couplings for refueling ferry vessels from MARAD vessels. Coordination for the use of MARAD ships takes place through ESF 1 and FEMA with DoD concurrence.

2.2. State

During a disaster, the Governor coordinates statewide emergency operations through Cal OES and its administrative and mutual aid regions. The California Emergency Services Act states: “During a state of emergency the Governor shall, to the extent he deems necessary, have complete authority over all agencies of the State government and the right to exercise within the area designated all police power

vested in the State." The following State agencies and organizations may provide direction or support to WETA for conducting emergency water transportation operations.

2.2.1. Cal OES

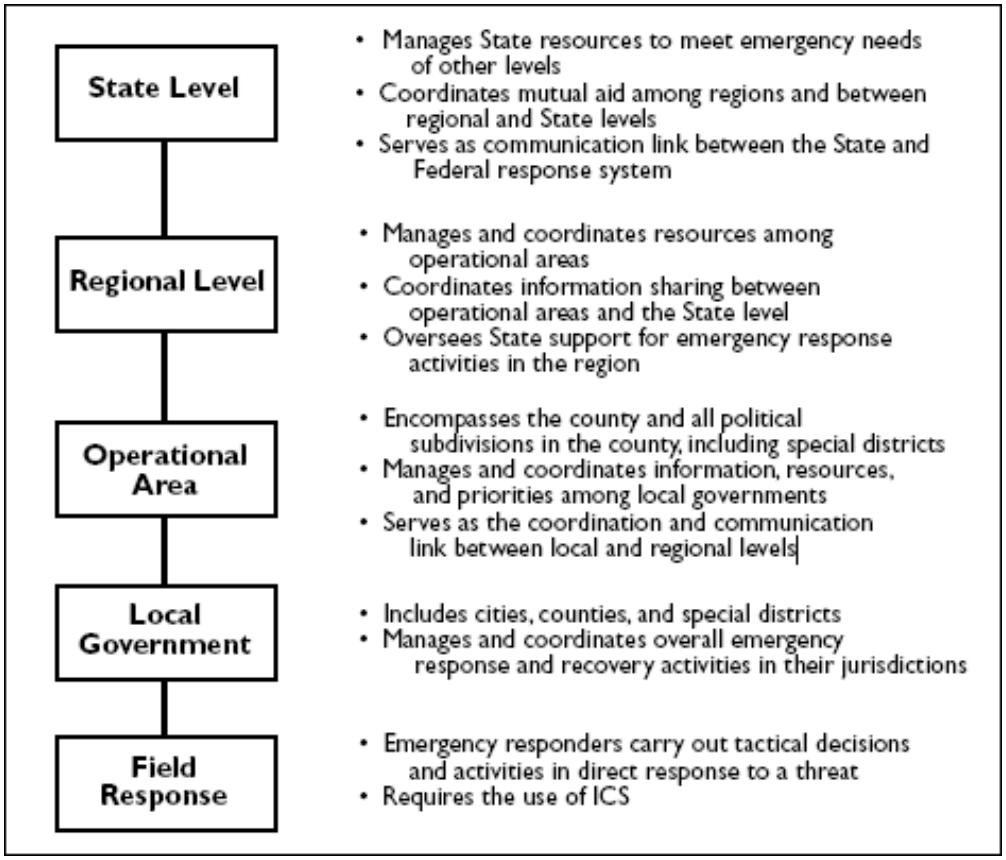
The Governor delegates authority to Cal OES to implement the California Emergency Services Act and perform executive functions assigned by the Governor to support and enhance all phases of emergency management. Responsibilities include the promulgation of guidelines and assignments to the State government and its political subdivisions to support California's emergency management system. Cal OES also operates the California State Warning Center 24 hours a day, 7 days a week, to receive and disseminate emergency alerts and warnings. During a proclaimed State of Emergency or Local Emergency, Cal OES coordinates the response activities of all State agencies and has the authority to use any State government resource to fulfill mutual aid requests or to support emergency operations.

When emergency water transportation operations are required, Cal OES will Mission Task WETA to provide services through its own vessels and coordinate services provided by other vessel operators. During incidents when requirements overwhelm resources, such as a catastrophic earthquake, Cal OES prioritizes requests from Operational Areas and State agencies. When needed, the State Operations Center (SOC) and/or Regional Emergency Operations Centers (REOC) are activated to coordinate emergency management information and resources. Cal OES also coordinates the delivery of Federal grant programs under Presidential Emergency and Disaster Declarations. **Figure** 2 depicts the State mutual aid regions.

Figure 2: California Mutual Aid Regions

The Standardized Emergency Management System (SEMS) is the cornerstone of California's emergency response system and the fundamental structure under which Cal OES operates. SEMS is required by the California Emergency Services Act for managing multiagency and multijurisdictional responses to emergencies in California. The system unifies all elements of California's emergency management community into a single integrated system and standardizes key elements. SEMS incorporates the use of the Incident Command System (ICS), California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), the Operational Area concept and multiagency or inter-agency coordination. **Figure 3** depicts the SEMS Levels.

Figure 3: State SEMS Levels



Under the State Emergency Plan (SEP), Cal OES supports California Emergency Functions (CA-EFs) which provide the structure for coordinating State and mutual support for response to an event. A description of the 17 CA-EFs is contained in **Appendix A**. CA-EFs are mechanisms for grouping functions most frequently used to provide State support to Operational Areas and regional agencies for declared disasters. State support for movement of survivors operations is coordinated by EF 1 Transportation employing staff from the California Department of Transportation (Caltrans) and other agencies, and in conjunction with EF 6 Mass Care and EF 13 Law Enforcement.

The Cal OES Office for Access and Functional Needs was created to identify the needs of people with disabilities before, during, and after a disaster and to integrate disability needs and resources into all aspects of emergency management systems. During an emergency, this office assists the SOC in helping to meet the needs of access and functional needs populations. An Access and Functional Needs Evacuation Planning Toolkit was produced as part of a pilot project to support planning for the movement of survivors and other transportation needs of citizens during an emergency. The Office for Access and Functional Needs releases planning guidance on the transportation of access and functional needs populations as needed.

2.2.2. Caltrans

The SEP states that Caltrans is the lead State agency to "coordinate all aspects of transportation, including ground, air, and waterway." Caltrans is the lead agency for EF 1 Transportation, and supports movement of survivors operations through coordination with EF 6 Care and Shelter and EF 13 Law Enforcement through the Survivor Task Force. In the event that a catastrophic earthquake affects San Francisco Bay regional transportation systems, Caltrans coordinates the emergency response activities under EF 1 Transportation.

Caltrans is the owner and operator of the State highway system. Its disaster response priorities include damage assessment and route recovery on State highways. During a disaster, Caltrans activates its EOC and operates the region's Transportation Management Center (TMC) in its Oakland office in partnership with California Highway Patrol (CHP).

2.2.3. California Highway Patrol

The California Highway Patrol (CHP) is a law enforcement agency of California. It has patrol jurisdiction over all California highways and also serves as the State Police. CHP has over 7,500 uniformed officers who can supplement local law enforcement to support movement of survivors and provide security when local resources are overwhelmed.

CHP has Emergency Resource Centers in each of its eight divisions throughout the State, including the Golden Gate Division that serves the same nine Bay Area counties that Caltrans District 4 serves (see Section 2.2.2). CHP Emergency Resource Centers supply resources to CHP Incident Commanders. In the Bay Area, CHP is the primary source of information for highway conditions, capacity, and delays in conjunction with the 511 Traveler Information System and Caltrans. CHP participates as a partner agency in EF 1 Transportation and assists in providing security and traffic control for movement of survivors.

2.2.4. California Department of Fish and Wildlife, Office of Spill Prevention and Response

In 1990, the California State Legislature enacted the Oil Spill Prevention and Response Act (OSPRA). The goals of OSPRA are to improve the prevention, removal, abatement, response, containment and clean up and mitigation of oil spills in the marine waters of California. Under the direction of OSPRA, the mission of the Office of Spill Prevention and Response (OSPR) is to provide best achievable protection of California's natural resources by preventing, preparing for, and responding to spills of oil and other deleterious materials, and through restoring and enhancing affected resources. OSPR maintains a 24 hour communications network utilizing the OSPR Spill Desk during business hours and California Department of Fish and Wildlife (CDFW) dispatch for evenings and weekends. CDFW operates numerous patrol vessels in the Bay Area. CDFW law enforcement officers from OSPR may support waterborne security operations within the framework of USCG activity or provide other law enforcement support.

OSPRA also created harbor safety committees (HSC) for the major harbors of the State of California to plan "for the safe navigation and operation of tankers, barges, and other vessels within each harbor... (by preparing)...a harbor safety plan (HSP), encompassing all vessel traffic within the harbor."

The HSC holds regular monthly public meetings. Through a series of work groups, the HSC reviews the mandated components of the HSP and other timely issues. All committee and work group meetings are open to the public. The HSP is presented to OSPR for review and approval.

2.2.5. California Energy Commission

The California Energy Commission (CEC) is responsible for the Petroleum Fuels Set-Aside Program, a formal allocation program used to ensure fuel supplies are available to emergency responders during a widespread or prolonged shortage. This formal program is implemented at the direction of the Governor only after proclamation of a state of emergency.

This order gives the Energy Commission the legal authority to provide fuel as necessary to support the response to the disaster. In cooperation with Cal OES, the Energy Commission will direct oil companies to provide fuel to the emergency service providers in the Fuel Set Aside Program that are responding to the disaster, including WETA.

Five large petroleum refineries are located in the San Francisco Bay Area region. They are:

- Chevron Products Company in Richmond
- ConocoPhillips Company in Rodeo
- Shell Oil Company in Martinez
- Tesoro Refining and Marketing Company in Martinez
- Valero Refining Company in Benicia

The functionality of the refineries after a major earthquake will depend on a number of factors including the location, depth and intensity of the quake, the availability of prime power and the ability to ship crude oil into the region. Under the CEC Petroleum Fuels Set-Aside Program, WETA may be able to obtain fuel on a priority basis either through fuel truck deliveries or directly to ferry vessels once terminal fendering and connections are configured, and piping and pumping systems are restored.

2.2.6. California National Guard

The California National Guard (National Guard) is the component of the National Guard of the United States in the State of California and comprises Army and Air National Guard components. The U.S. Constitution charges the National Guard with dual Federal and State missions, making the National Guard the only U.S. military force that is empowered to function on a State basis. National Guard functions range from limited actions during non-disaster situations to full-scale law enforcement when local law authorities cannot maintain civil control. The National Guard may also be called into Federal service by the President or Congress.

The Governor of California may call the National Guard into State service during disasters when the use of the National Guard is deemed appropriate by the Governor. In the response to a disaster, the National Guard supports Cal OES.

The National Guard participates in statewide law enforcement, security, and movement of survivors operations through coordination at the SOC with EF 1 Transportation, EF 13 Law Enforcement, and EF 16

Evacuation. The California National Guard may be able to provide law enforcement, transportation, logistics and other support at the direction of Cal OES.

2.3. Regional

Regional agencies also support emergency transportation planning and emergency operations. These agencies support multi-jurisdiction planning activities and facilitate coordinated regional transportation agency response and recovery operations.

2.3.1. Metropolitan Transportation Commission

MTC is the regional transportation planning and financing agency for the nine-county Bay Area. MTC developed and maintains the Regional Transportation Emergency Management Plan (RTEMP) to coordinate basic passenger transportation services in the event of major emergencies. The RTEMP defines MTC's functions during an emergency as the regional transportation information clearinghouse for collecting, summarizing and disseminating information about transportation assets, services and capabilities; coordination of the transportation agencies involved in the multimodal response; and dissemination of information about the availability of regional transportation services to the media and public. The RTEMP includes a Mutual Aid Agreement among the major transit operators in the San Francisco Bay Area defining the means by which they may provide voluntary mutual assistance to each other. In addition, MTC manages the 511 Traveler Information System, providing information on Bay Area traffic conditions; schedule, route and fare information for public transit services; park-ride facilities; and other information. The 511 Traveler Information System is a tool that can be utilized during an emergency to provide the latest up-to-date information on the transportation network to the general public.

During an emergency, MTC activates the RTEMP and coordinates with Cal OES and Bay Area transit agencies in the following ways:

- Collects situation summaries from the transportation agencies, prepares status reports and damage assessments for the regional transportation system and disseminates this information to Cal OES and all participating agencies
- Establishes the types and levels of services that transit providers in and near the affected areas are capable of and will be providing, and compiles and maintains this information
- Coordinates basic transportation services directly with transit operators and transportation agencies as well as mutual aid requests among transportation agencies, as appropriate
- Coordinates with Cal OES, Caltrans, transit operators, and the JIC/JIS, if necessary, to disseminate information to the public and media regarding the state of regional transportation facilities

2.3.2. Water Emergency Transportation Authority

WETA was created by State of California legislation in 2007, superseding the San Francisco Bay Area Water Transit Authority (WTA) with the intent "To provide a unified, comprehensive institutional structure for the ownership and governance of a water transportation system that shall provide comprehensive water transportation and emergency coordination services for the Bay Area Region"

(Government Code Section 66540.2). WETA provides passenger ferry transit service under the operating name San Francisco Bay Ferry. WETA is authorized to plan the expansion of, and to operate water transit services on San Francisco Bay within the nine county Bay Area. Current San Francisco Bay Ferry routes include Alameda/Oakland to San Francisco, Harbor Bay to San Francisco, Vallejo to San Francisco, and East Bay to South San Francisco. San Francisco Bay Ferry services carry over 2 million passengers annually on these four routes using a fleet of 12 high-speed passenger ferries. WETA is also planning several expansion ferry services. Near term expansion services are currently being planned for Richmond and Treasure Island. WETA utilizes land from the local jurisdiction and owns and operates the docking facilities in Alameda, Oakland, Vallejo and South San Francisco. WETA has a license to use two gates at the Downtown San Francisco Ferry Terminal and the facility at AT&T Park, which are both owned and operated by the Port of San Francisco.

WETA is an emergency response water transportation coordinating organization and an operator of public transit ferry services, a dual role that is unique among San Francisco Bay Area transit agencies. In an emergency that disrupts normal regional transportation systems, WETA serves both as an authority that coordinates emergency response activities for water transportation services in the Bay Area and also as a transit agency that provides emergency water transportation resources. WETA will coordinate its own resources, resources provided by mutual aid and additional resources that WETA contracts with to fulfill this role. WETA coordinates with Cal OES by participating in the REOC or SOC as part of EF 1 Transportation to assist with providing maritime transit expertise and emergency water transportation service planning and coordination.

WETA currently provides its San Francisco Bay Ferry transit service through contracting with a private ferry operator to administer its daily operation and management, which includes vessel operations and basic maintenance, equipment and facilities management, terminal operations, personnel management, communications, dispatching and notification systems, provision of fueling and lubricants, fare collection and provision of on-board services such as food and beverage services. WETA works very closely with its contracted operator to plan, train and prepare for emergency response activities. While the contracted operator is responsible for its regular tasks as well as to provide ferry transit service in response to an emergency, WETA staff is responsible for conducting the coordination between regional, State, and Federal partners to respond to the emergency, coordinating additional mutual aid or contracted resources, and working with the contracted operator to create a transit plan for the provision of emergency water transportation services in response to the incident or emergency.

2.3.3. Bay Area Conservation and Development Commission

The San Francisco Bay Conservation and Development Commission (BCDC) is a California state planning and regulatory agency with regional authority over the San Francisco Bay, the Bay's shoreline band, and the Suisun Marsh. BCDC was created in 1965 and is the nation's oldest coastal zone agency.

Its mission is to protect and enhance San Francisco Bay and to encourage the Bay's responsible and productive use for this and future generations. State law requires sponsors of projects that propose to fill or extract materials from the Bay to apply for a BCDC permit. In addition to minimizing any fill required for an appropriate project and ensuring that the project is compatible with the conservation of

Bay resources, BCDC is tasked with requiring maximum feasible public access within the Bay's 100-foot shoreline band. Throughout its existence, BCDC has approved projects worth billions of dollars, and the Commission continues to work closely with all applicants – private and public – from a project's initial stages to ensure that they comply with state law.

2.3.4. Golden Gate Bridge, Highway and Transportation District

The Golden Gate Bridge, Highway and Transportation District (GGBHTD) is a Special District of the State of California. GGBHTD operates the Golden Gate Bridge and two public transit systems: Golden Gate Transit buses and Golden Gate Ferry. GGBHTD's Golden Gate Ferry service is provided by seven ferries on three routes between Marin County and San Francisco: Sausalito, Larkspur, and special event service to AT&T Park. Golden Gate Ferry owns the Larkspur Ferry terminal; shares the Sausalito Ferry Terminal with a private operator; leases two gates at the Downtown San Francisco Ferry Terminal from the Port of San Francisco; and has a license to use the dock at AT&T Park, which is also owned by the Port of San Francisco. GGBHTD plans, manages, operates, and coordinates the emergency activities of water transportation and related facilities within its jurisdiction. WETA will coordinate emergency water transportation with GGBHTD during a catastrophic incident. Additionally, WETA and GGBHTD have both signed the San Francisco Bay Area Transit Operators Mutual Aid Agreement which provides the ability to share resources in the event of an incident requiring emergency water transportation.

2.4. Operational Areas and Local Government

Operational Areas are the intermediate level of the State emergency service organization, responsible for emergency response within a county, including all political subdivisions in the county area (e.g., cities, special districts) and unincorporated areas in the county. During a transportation emergency, Operational Areas provide coordination for and prioritization of resource requests made by local governments within their jurisdictions.

In accordance with the California SEMS, local governments include the county, cities, towns, transit agencies, special districts, and authorities within an Operational Area. These entities have a wide range of roles during a disaster.

2.4.1. Operational Areas

Operational Areas conduct the following transportation-related responsibilities in a disaster:

- Transmit requests for emergency and basic transportation resources directly to local mass transportation agencies in the Operational Area. Mass transportation agencies request mutual aid as needed and as available. If local agencies are unable to provide the requested resources, the Operational Area forwards the requests to Cal OES in coordination with MTC. Operational Areas may directly request WETA to provide emergency water transportation resources through mutual aid. As a transit agency, the San Francisco Bay Ferry will respond to a request for transit mutual aid from another transit agency as practicable. As an emergency water transportation authority, WETA will acknowledge an Operational Area request for emergency resources and coordinate any response with Cal OES.
- Communicate directly with Cal OES

- Provide information and updates about the condition of the affected jurisdictions, including reports on status of the disaster, damaged areas and infrastructure, affected populations, and other pertinent information
- Issue evacuation orders (via authority held by the county sheriff's department) for areas within the county, as appropriate for life safety
- Support evacuation orders issued by local governments as applicable, such as by requesting resource requests from mass transportation agencies
- Support activities for life-safety efforts and restoration of critical infrastructure, including the possible activation and operation of pickup points for movement of survivors.
- Provide security and crowd control at ferry terminals that are county operated or support for incidents when the local jurisdiction is not able to provide

2.4.2. Ports

Ports within the Bay Area are operated by city governments. Within the WETA area of operation, these include the Port of Benicia, Port of Oakland, Port of Redwood City, Port of Richmond, Port of San Francisco and Port of South Vallejo. These ports may serve as potential first responder pickup and delivery points during an incident. During recovery, facilities could be constructed at Ports, in cooperation with State, federal and regional partners, to handle DSW and passenger movement. WETA closely coordinates with the Port of Oakland and the Port of San Francisco for daily ferry operations as the Port of Oakland owns the landside terminal area in Oakland, and the Port of San Francisco provides a license for WETA to use the facilities at the Downtown San Francisco Ferry Terminal and AT&T Park. More information on the port facilities is contained in **Appendix D: Potential Emergency Ferry Terminal Sites**.

This page intentionally left blank

3. Emergency Water Transportation Operations

The Plan supports a Concept of Operations that describes processes to support emergency water transportation operations.

Emergency water transportation operations include movement of survivors as well as movement of first responders and DSWs via passenger vessels under conditions such as:

- Movement of survivors leaving their homes or workplaces due to evacuation orders or who have fled an area due to an immediate life safety threat
- Returning people to their area of residence when stranded by the loss of primary transportation systems
- Providing lifeline transportation services to communities to promote recovery operations

Emergency water transportation operations are generally initiated at the request of Cal OES to address response to incidents such as major earthquakes that destroy or disrupt normal transportations systems to the extent that only extraordinary measures may provide for movement of first responders into the incident impact area, movement of survivors and threatened populations and return of displaced people. This is not an all hazards approach. The WETA EOP, **Appendix B** of The Plan, contains guidance for addressing all hazards incidents that affect WETA's role as a passenger ferry transit operator.

3.1. Organization of Regional Emergency Transportation Response Agencies

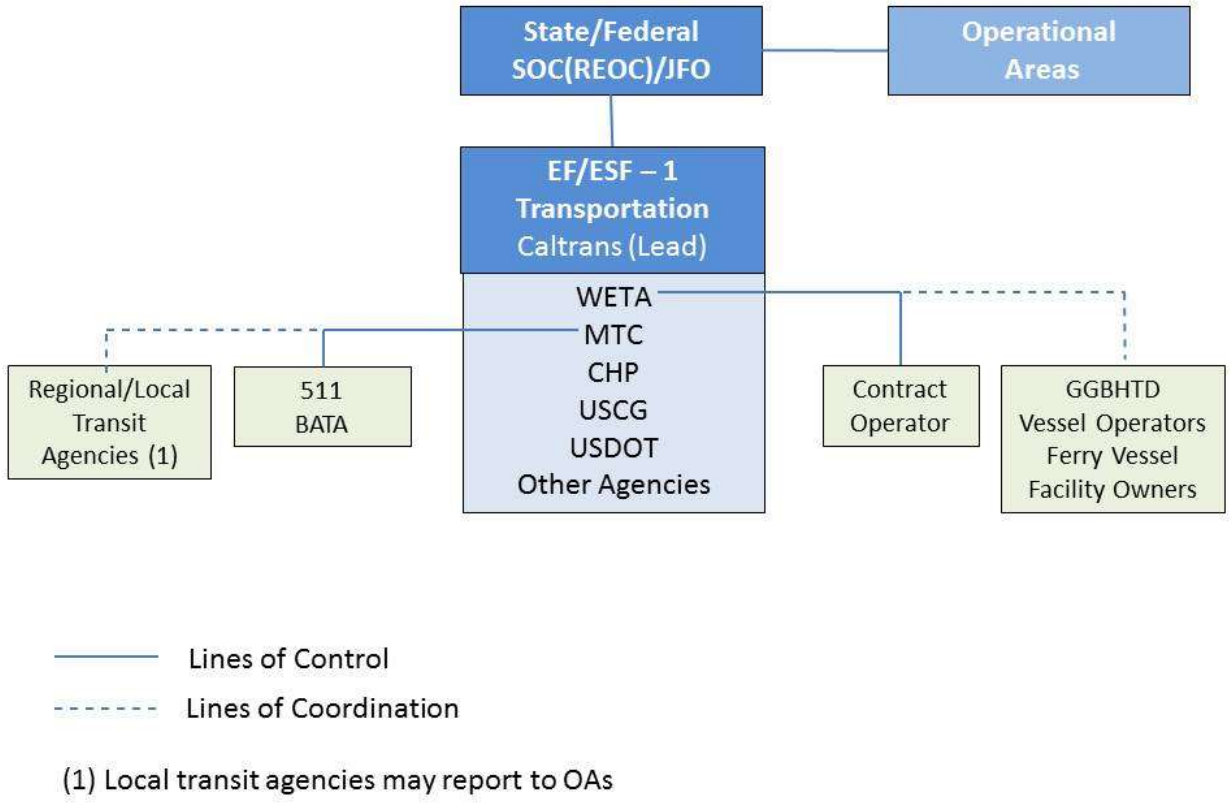
During catastrophic incidents, WETA collaborates with MTC and other agencies to support EF 1 Transportation at the SOC. MTC provides synchronization of Bay Area regional transportation agency situation reporting, resource requests and public information management. WETA provides status reports to both the SOC through EF 1 Transportation as well as directly to MTC. **Figure** 4 below depicts the regional transportation agency organizational framework.

Agencies supporting EF 1 Transportation include Caltrans, as lead agency, Cal OES, MTC, WETA, CHP and other partners such as DoD, US DOT and the California National Guard as may be assigned. As EF 1 Transportation, these agencies function along the NIMS model of a Multi-Agency Coordination System. They develop incident situational awareness, determine resource requirements, based upon input from Operational Areas and transportation authorities, adjudicate competing resource priorities, assign available resources and acquire additional resources to fill gaps. They do not manage incident level response in the field. EF 1 will provide the transportation elements of the SOC Action Plan. EF 1 Transportation may reside as part of EF 1/ESF 1 Transportation when a State/federal government Joint Field Office is activated. EF 1/ESF 1 Transportation has a similar function as EF 1 Transportation and integrates State and federal resources, staff and Action Planning processes.

In addition to supporting EF 1 Transportation, WETA manages its own resources through the Contract Operator and coordinates other ferry vessel and ferry facility resources that may provide incident response through mutual aid or contract. During incident response, WETA will participate in EF 1 Transportation by providing a Liaison and through conference calls. WETA will also provide its Situation Reports and Action Plans to EF 1 Transportation for integration into the Regional, State or JFO products.

Dependent upon the specific incident requirements and the availability of passenger vessel resources and operable terminals, agencies supporting EF 1 Transportation will develop a priority route system for movement of survivors and movement of first responders and DSWs. Coordination of a water and land emergency transportation service plan of operations for movement of these populations will require multi-agency coordination with MTC, Caltrans, USCG, surface transportation agencies, organizations operating shelters and jurisdictions requesting transport. This coordination is accomplished through EF 1 Transportation and EF 6 Mass Care at the SOC or EF 1/ESF 1, Transportation and EF 6/ESF 6 Mass Care at a JFO. WETA will manage and operate water transportation routes that provide service between ferry terminals as part of a larger transportation system that connects with care and shelter sites or base camps (which are likely to be distant from ferry terminals).

Figure 4: San Francisco Bay Regional Emergency Transportation Organization Framework



3.2. Response Activation

Emergency water transportation operations are managed by the WETA EOC. An EOC Level 3 activation is necessary to support implementing The Plan (EOC Activation Levels are fully described in the WETA EOP, **Appendix B**.) Dispatch of passenger vessels will be directed by the Contract Operator Fleet Dispatch Center based on a service plan of operations that is coordinated with WETA and that meets incident

demands. Once required resources are procured and assigned, and a service plan of operations is in place, The Plan operations may be supported through a lower EOC activation level.

3.3. Operational Priorities and Courses of Action

Operational Priorities are overarching goals that direct WETA managed emergency water transportation operations. They specify what WETA needs to accomplish to achieve a desired end-state during an incident. Operational Priorities support developing Courses of Action (COAs) and lists of specific activities. Operational Priorities are developed as part of the preparedness process. They may not all apply to any specific incident. COAs address the solutions necessary to reach operational end-states.

Consistent with other regional catastrophic incident guidance, the timeframes for emergency water transportation operations are phased upon a triggering event. The COAs are constructed to support operations within the phases of disaster response and recovery.

Operational Priorities:

- Support the safety and wellbeing of WETA staff, Contract Operator crews and passengers
- Preservation of WETA assets/preservation of the environment
- Provide for the security and safe operations of WETA owned/controlled property and assets
- Develop situational awareness and determine emergency water transportation operations resource requirements and the status of current operational capabilities
- Participate in the integrated State/Federal organization that directs and coordinates emergency transportation operations for movement of survivors and movement of first responders and DSWs by integrating local, State, and Federal resources and operations
- Based upon requirements provided by Cal OES, develop the waterborne component of a service plan of operations to support movement of survivors, and movement of first responders and DSWs into the affected area
- Coordinate deployment of appropriate and available resources to move first responders, DSWs, and survivors
- Coordinate management of the water emergency transportation operations system and resources with other supporting agencies to conduct movement of survivors and movement of first responders and DSWs
- Coordinate with MTC and providers of surface mass transportation resources to support ground transit to ferry terminals if required and follow-on movement of survivors to the determined areas for shelters or back to their area of residence
- Identify appropriate message systems and media to support the Joint Information Center (JIC)/ Joint Information System (JIS) that provides guidance to the public
- Support coordinated restoration of basic transportation services

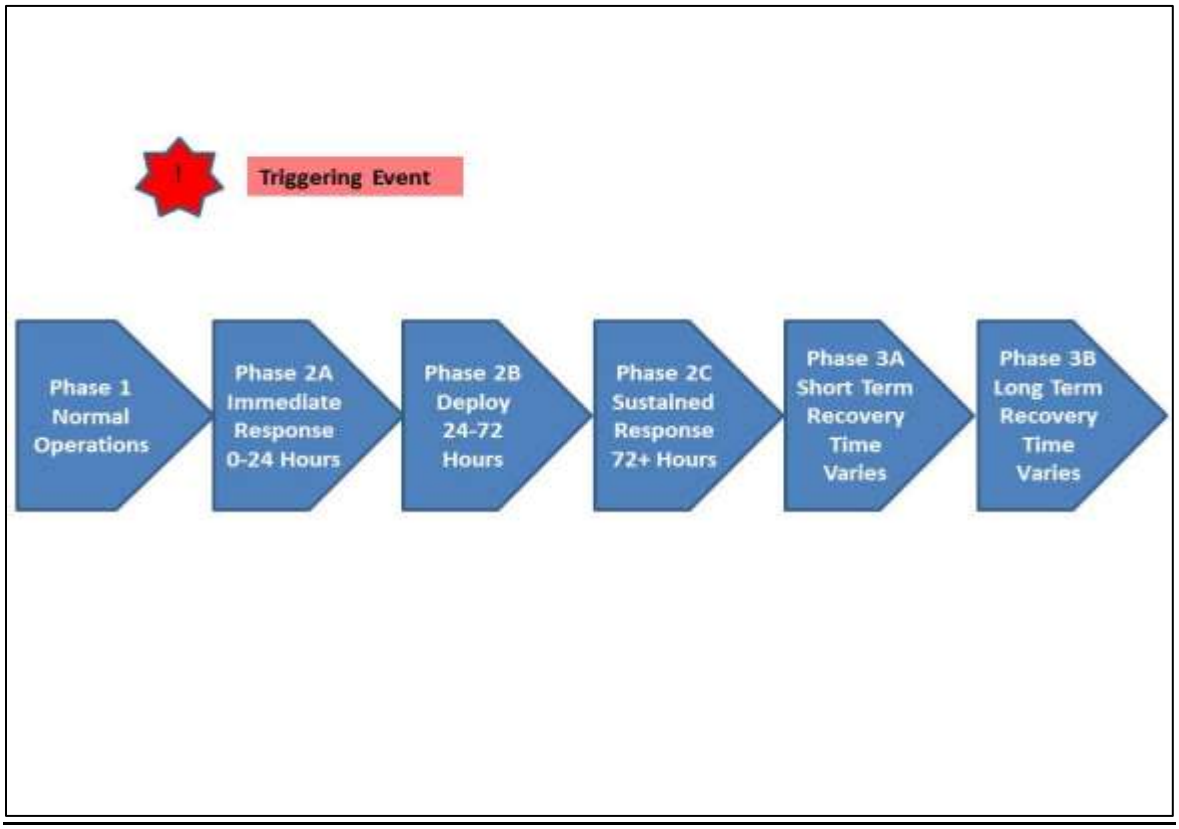
Courses of Action:

The water emergency transportation COAs are provided in the subsections below. Phase 1 which includes planning, training, and exercises that prepare organizations for response is not included. The Plan provides guidance for all response phases and the short-term recovery phase. Long-term recovery phases are beyond its scope, as they require permanent restoration of infrastructure or capital improvements.

Disaster Response and Recovery Phases:

Phases organize and help to define response and recovery operations. During Phase 1, prior to an incident, activities are focused on preparedness. During Phase 2 when an incident disrupts normal regional transportation systems, WETA will coordinate emergency water transportation operations to support movement of survivors and movement of first responders and DSWs into incident response areas of operation, as directed or prioritized by Cal OES. During Phase 3, increased emphasis is placed on recovery actions. **Figure 5** depicts the phases of disaster response and recovery.

Figure 5: Phases of Disaster Response and Recovery



Phase 2a (Immediate Response) (0–24 hours)

WETA and other regional and local EOCs activate. The State issues a Governor's State of Emergency Proclamation and activates the SOC. FEMA activates their National and Regional Incident Management Assistance Teams (IMATs) to assess the situation and support the coordinated emergency transportation strategy. FEMA and the State establish a Unified Coordination Group and staff a JFO.

End State: WETA staff activates the EOC and establishes operational coordination. The EOC commences situational assessment activities to support key decision-making.

- 2A-1. Determine the safety and wellbeing of WETA staff, Contract Operator crews and passengers. Take actions to return passengers onboard to safe locations.
- 2A-2. Take protective measures to provide for the security and safe operation of WETA controlled property and assets
- 2A-3. Activate and staff the WETA EOC
- 2A-4. Establish communications between WETA EOC, and Contract Operator Fleet Dispatch, the Cal OES SOC, USCG Sector San Francisco and MTC
- 2A-5. Assess and report the readiness status of crews, vessels and maintenance facilities
- 2A-6. Assess and report the status of WETA owned ferry terminals, as well as those owned by other public entities. Preliminary assessments may be performed by vessel crews while awaiting inspections by engineer firms via landside access.
- 2A-7. Comply with MARSEC conditions in place
- 2A-8. Monitor the navigability of waterways for ferry routes
- 2A-9. Report the availability of vessels and crews to the SOC and MTC
- 2A-10. Operate existing routes until other priorities are required or established
- 2A-11. Conduct immediate life-safety operations to support threatened populations as feasible based on safety considerations
- 2A-12. Determine fuel needs and work with the SOC to secure sources for additional fuel

Phase 2b (Deployment) (24–72 hours)

WETA determines the status of local water emergency transportation operations resources including vessels, crews and terminals, and assesses the need for additional resources based on information provided by the SOC. WETA begins coordination of water emergency transportation operations based on direction of the SOC using available resources.

End State: The WETA EOC manages coordination of the waterborne component of a service plan of operations to support movement of survivors and movement of first responders and DSWs.

- 2B-1. Operate, or coordinate operation of, available vessels on feasible routes to provide movement of survivors as well as movement of first responders and DSWs to conduct response operations. To the extent possible, use separate pickup and drop off points for survivors and, first responders and DSWs

- 2B-2. Determine the need for additional vessels, crews and terminals to support movement of survivors and movement of first responders and DSWs consistent with direction from the SOC
- 2B-3. Contract and/or use mutual aid to acquire and provide additional vessels and crews available in the region
- 2B-4. Determine potential locations and feasibility of operating additional ferry terminals as directed by the SOC
- 2B-5. Support JIC/JIS operations to provide information on ferry routes and schedules
- 2B-6. Coordinate with MTC and the SOC (EF-1, Transportation) to develop plans to support restoration of the regional transportation system

Phase 2c (Sustained Response) (72+ hours)

WETA dispatches available additional vessels and crews to sustain the waterborne component of a service plan of operations to support movement of survivors, and movement of first responders and DSWs. WETA acquires additional resources, if available, to support reconstitutions of regional transportation networks.

End State: Acting in support of a broader emergency transportation plan developed by Cal OES, WETA plans, manages, operates, and coordinates the activities of public transportation ferries and related facilities to move survivors, responders and disaster workers within the Bay Area.

- 2C-1. Continue to coordinate operation of available vessels on feasible routes to provide movement of survivors as well as provide movement of first responders and DSWs. To the extent possible, use separate pickup and drop off points for survivors and, first responders and DSWs
- 2C-2. Coordinate opening and operating additional feasible ferry routes as advised by EF 1 Transportation in response to Cal OES direction
- 2C-3. Continue to support JIC/JIS operations to provide information on ferry routes and schedules
- 2C-4. Continue to contract and/or use mutual aid to acquire and provide additional vessels and crews available in the region and determine the feasibility of contracting additional vessels and crews from out of the region (out of region ferry vessel resources are limited in their availability and compatibility with terminals in the Bay Area)

Phase 3a (Short-term Recovery)

WETA continues to support movement of first responders and DSWs for recovery activities, if required by the SOC. WETA implements and manages operations to reconstitute regional transportation networks.

End State: Passenger vessel operations provide continuing support for DSWs to conduct recovery operations and deliver increased mobility to populations to conduct normal transportation activities including commerce.

- 3A-1. Continue to operate available vessels on feasible routes to provide movement of first responders and DSWs
- 3A-2. Provide ferry service to increase mobility to populations for normal transportation activities including commerce
- 3A-3. Continue to support JIC/JIS operations to provide information on ferry routes and schedules
- 3A-4. Continue to contract and deploy available and additional vessels and crews from in and out of the region

3.4. WETA's Resource Requirements for Providing Emergency Water Transportation Operations

Effective movement of survivors and movement of first responders and DSWs involve support and coordination from local jurisdiction agencies, Operational Area, Cal OES or the Federal government. Likely support requirements are:

- Credentialing and access assistance from law enforcement agencies to expedite vessel crew movement through checkpoints or roadblocks impeding access to ferry terminals. This will include City and County of San Francisco Police Department, Cities of Alameda, Oakland and Vallejo Police Departments, Counties of Alameda, San Mateo and Solano Sheriff's Departments, CHP and other law enforcement agencies.
- Early assistance from Cal OES and/or FEMA or DOT (MARAD) for obtaining Number 2 diesel fuel to sustain emergency water transportation operations. WETA typically has enough fuel to operate for three days when providing normal transit service.
- Emergency funding from the State or Federal government in order for WETA to pay for additional contracted resources required to provide emergency water transportation operations, or for the provision of emergency water transportation operations using WETA's own assets lasting for longer than two weeks.
- Staffing support to enable 24 hour/7 day a week, multiple operational period EOC operations including staff support services such as food, water, sanitation and other sustainment.
- Security, crowd control, and survivor support services from local law enforcement and mass care support agencies at terminals. Safe passenger emergency water transportation operations entail that an appropriate level of security and crowd control be in place to prevent injuries or damage to facilities.
- Supporting transit connectivity for follow-on movement of survivors to shelters provided by regional transit agencies or contracted through Cal OES/FEMA
- Assistance from State and regional partners such as Cal OES, Caltrans, the State Lands Commission and Ports for obtaining access to land to establish additional/temporary ferry terminals
- Prioritization from Cal OES for obtaining resources and services required for constructing new additional/temporary ferry terminals (or retrofitting existing) to meet emergency water transportation operations needs

- Assistance from all levels of government to expedite construction or expansion of ferry terminals

3.5. Emergency Activation Triggers

Implementation of The Plan and initiation of emergency water transportation operations will normally occur as a result of direction from Cal OES. This will likely follow a Governor's State of Emergency Proclamation after an incident that destroys or severely disrupts normal transportation systems. Upon implementation, WETA will activate the EOC, initiate water emergency transportation operations and inform Cal OES of the status. During emergency water transportation operations, WETA will provide situation status reports to Cal OES and MTC on a routine basis. MTC collects information from all Bay Area transportation agencies to form a common operating picture of the regional transportation system and sends it to Cal OES. **Section 4.2** contains additional information on information coordination and exchange.

Requests for mutual aid that are made under the MTC RTEMP when a State of Emergency Proclamation is not declared will not normally result in implementation of the WETA Plan unless the demand for resources clearly overwhelms those available. Under these circumstances an Operational Area may request a Governor's State of Emergency Proclamation and direction to initiate water emergency transportation operations.

Additionally, the WETA Executive Director or designee may activate The Plan at their discretion to address a local incident requiring emergency water transportation operations. Local movement of survivors could result from hazards such as toxic releases, terrorist actions or civil unrest. The Executive Director or designee will inform Cal OES that The Plan has been activated. The Executive Director or designee will also inform the WETA Board of Directors of activation.

Not all incidents that may require activation of the WETA EOC will result in implementing The Plan. Likely incidents that will require implementation of The Plan are:

- Major earthquake on a fault underlying the San Francisco Bay region
- Mass conflagration in an urban area abutting San Francisco Bay such as in the Cities of San Francisco and Oakland
- Terrorist event that requires mass movement of survivors due to disruption or closure of surface transportation systems

3.6. Information Management

The operational objectives established by the WETA EOC Director, in consultation with Cal OES, MTC and other EF 1 Transportation participants will determine what information is critical for supporting operations. During the chaos that follows an incident that requires emergency water transportation operations, predetermined processes for collecting, analyzing and exchanging information will increase the effectiveness of the EOC. For example, information necessary during immediate response efforts may include vessel status, damage to ferry terminals, communications capabilities, potential hazards,

and status and location of key staff. Knowing where to find this information and the timeframes for collecting it is vital to achieving accurate situational awareness.

3.6.1. Information Collection and Analysis

A formal information collection methodology should be shared by all levels of response to support the SOC and the WETA EOC in formulating COAs based on well-informed situational awareness. The WETA Information Collection Plan Template is designed for this purpose and provided in the EOP. The template supports compiling analysis of the following:

- Damage assessments
- Resource requirements
- Resource availability
- Resource gaps

3.6.2. Situational Awareness

Situational Awareness is a human experience defined as knowing and understanding what is happening around you, predicting how it will change with time and being unified with the dynamics of your environment. Having the ability to understand the severity of incident circumstances in advance of, or during, an emergency can mean the difference between life and death. While the ability to develop situational awareness may be somewhat intuitive, standard approaches and tools are beneficial and should be used.

Situational Awareness derives from the process of turning information into intelligence. This requires collecting accurate information and using a systematic approach to compile the information into formats that can be shared within the EOC and among internal and external stakeholders. Tools and reports that the WETA EOC has available to develop situational awareness include:

- Other EOC Situation Status (SITSTAT) Reports
- Compiled inputs from the incident information collection plan
- Compiled media monitoring reports
- Social media

The Planning Section is responsible for producing reports and displays that depict the extent and details of an incident. Products that may be provided are:

- Incident Briefing – Incident Command System (ICS) Form 201 or Incident Situation Summary - ICS Form 209
- Paper maps
- Video Teleconference briefings
- EOC Action Plans

3.6.3. Status Reports

The WETA EOC supports information dissemination during an incident requiring its activation. The EOC collects information from all sources available, creates products that synthesize information inputs and transmits incident status reports and updates to MTC, Cal OES, other stakeholders, and the general public via the following methods:

- Voice reports
- SITSTAT Reports
- EOC Action Plans
- Press releases
- Web site / Social media content
- Signboards at terminals

Numerous communication systems are available for delivering the information products listed above. Descriptions of WETA communications capabilities are contained in **Section 4**.

3.7. Emergency Water Transportation Planning

During a catastrophic incident that disrupts normal transportation systems, WETA will coordinate emergency water transportation operations to support movement of survivors and movement of first responders and DSWs into incident response areas of operation, as directed or prioritized by Cal OES.

3.7.1. Response Priorities and Action Planning

WETA will follow the operational priorities below to develop the WETA EOC Incident Action Plan (Incident Action Planning is addressed in detail in the WETA EOP) for responding to an incident requiring emergency water transportation operations.

- Protect lives by conducting life-safety operations such as movement of survivors and movement of first responders and DSWs
- Provide emergency water transportation operations for movement of stranded people to locations where they can obtain follow on transportation
- Restore regional transportation capacity

3.7.2. Priority Transportation Routes

WETA will conduct emergency water transportation operations on a route basis with a schedule of service for each route. The routes will fit into an overall service plan of operations. The water transportation component of the service plan of operations will use existing routes to the extent that they support movement of survivors and movement of first responders and DSWs. Additional feasible routes will be developed to support direction from the SOC for emergency water transportation operations based upon the needs of the specific incident. **Appendix D** provides details on Bay Area existing ferry terminals, other terminals and landings that may support ferry operations and passenger vessel compatibility to support potential additional ferry routes if configured to accommodate WETA vessel docking needs. In developing priority routes, WETA will work within the framework of EF 1 Transportation at the SOC. The priorities to consider for route selection for emergency water

transportation operations are movement of survivors, movement of first responders and DSWs into the incident areas and return of displaced people to areas where they can obtain follow on transportation.

3.7.3. Movement of Survivors and Movement of First Responders and DSWs

After a major earthquake, large numbers of people will be displaced from their homes and unable to easily return due to damaged transportation systems. In addition, a large segment of the population may be isolated in heavily damaged areas (particularly the dense population centers on the margins of the San Francisco Bay) that do not contain sufficient resources to sustain life-safety requirements. The *San Francisco Bay Area Catastrophic Earthquake Mass Transportation/Evacuation Plan* contains a detailed analysis of populations that may require movement of survivors in the event of a large magnitude earthquake. Movement of first responders and DSWs into incident areas to provide life safety services is likely to require shuttle service as many of these individuals will stage out of base camps away from incident locations. Transporting first responders and DSWs will be directed by the SOC based upon requests from Operational Areas.

Dependent upon the specific incident requirements and the availability of passenger vessel resources and operable terminals, agencies supporting EF 1 Transportation will develop a priority route system for movement of survivors and movement of first responders and DSWs. Coordination of a water and land emergency transportation service plan of operations for movement of these populations will require multi-agency coordination with MTC, Caltrans, USCG, surface transportation agencies, organizations operating shelters and jurisdictions requesting transport. This coordination is accomplished through EF 1 Transportation and EF 6 Mass Care at the SOC. Information on potential shelter sites and sheltering operations is contained in the *San Francisco Bay Area Catastrophic Earthquake Mass Care and Shelter Plan*.

In order to facilitate first responders and DSW travel to their work sites, planning should consider using separate pickup and drop off points for survivors than those used for first responders and DSWs, where available ferry terminal space and locations permit.

3.7.4. Transition to Recovery

Recovery operations begin as part of the initial response. As soon as possible after an emergency, WETA will conduct operations to restore basic water transportation services. As the demands to move first responders, DSWs and at risk or displaced populations are met, WETA will strive to restore normal, pre-emergency ferry services. **Section 3.1** contains a list of Operational Objectives for short-term recovery operations. **Appendix C** provides a response timeline for short-term recovery operations.

After a major earthquake, enhanced ferry service may be required for weeks or months due to damage to surface transportation systems, Bay Area bridges, and the possibility that the Bay Area Rapid Transit (BART) system may require extensive repairs to return to pre-incident functionality. WETA will coordinate through MTC with other transportation agencies and regional jurisdictions to provide enhanced ferry service within the capacity of ferry vessels and terminals. Long term recovery operations to increase the carrying capacity of ferry operations such as developing permanent additional terminals and/or permanently acquiring additional vessels and crews are beyond the scope of this Plan.

3.7.5. Support to Populations with Disabilities and Other Access and Functional Needs

The Cal OES Office for Access and Functional Needs was created to identify the needs of people with disabilities before, during, and after a disaster and to integrate disability needs and resources into all aspects of emergency management systems. During an emergency, this office assists the SOC in helping to meet the needs of access and functional needs populations.

For movement of survivors operations, the goal is to reach the right people, at the right time, at the right place with the right messages that can be understood and used. Messaging should not be limited to aural announcements via public address systems or vehicles. Communication tactics include visual methods of communication, such as door to door, with signs in multiple languages.

Messaging to support populations with disabilities and other access and functional needs is an integral component of the overall public alerting and information effort. Specific approaches may be necessary when developing and disseminating messages to ensure access and functional needs populations can receive, understand, and take appropriate action in response to the alerts and information. The SOC JIC/JIS coordinates message development and delivery with Operational Areas and the community-based organizations that have specific knowledge of, and connections to, local access and functional needs populations.

To the extent possible, the following strategies may be used to address the requirements of populations with disabilities and other access and functional needs in public messaging for movement of survivors:

- All public communications include any information specifically for populations with disabilities and access and functional needs
- Messages are at or below a third-grade reading level
- Messages are developed and disseminated in multiple languages in addition to English. This may be accomplished by direct translation or through outreach to media that operate in those languages
- Messages are delivered in a completely aural manner and, when possible, in Braille. Messages are also delivered in a completely visual manner, which may require multiple communications channels.
- Press conferences include American Sign Language interpreters who are visible at all times. The Disaster Response Interpreter program is a statewide effort through Cal OES to provide American Sign Language interpreters quickly and efficiently during a disaster. If needed, interpreters can be requested and assigned through standard SEMS channels.
- Any information posted on web sites is readable through standard text readers. PDF-format files, which are generally not as readable as HTML or Rich Text Formats, are not used. Maps and other visuals presented online include full text descriptions of all information. Additional information on supporting movement of survivors operations involving populations with disabilities and other access and functional needs can be found at the International Association of Emergency Managers/National Emergency Management Association guidance Disability Access and Functional Needs Emergency Planning Guidance

3.7.6. Support to Populations with Service and Companion Animals

WETA will endeavor to accommodate the transportation of service and companion animals during an emergency. For purposes of this plan, the following definitions apply:

- Service Animal: Any rescue dog, guide dog, signal dog, or other animal individually trained to provide assistance to emergency response operations or to an individual with a disability
- Companion Animal: Domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle. Companion animals do not include reptiles (except turtles), amphibians, fish, insects/arachnids or livestock (including horses).

The following procedures for transporting animals under emergency conditions apply:

- Service animals will be accommodated under all conditions
- Companion animals must arrive in an appropriate pet carrier, crate, or airline kennel, and must stay confined throughout their entire time in transit
- Dogs that arrive without a carrier may be transported only if the adult owner can successfully keep it under control at all times and agrees to leash and/or muzzle it as directed. Leashes must be no longer than six feet. Non-service dogs must be kept away from doors and the weather deck, as conditions permit.
- The vessel crew will screen boarding passengers with pets to verify that the control measures above are in place and that the owners agree to be held responsible for the actions of their pets. The Master of the vessel maintains full and final authority to deny boarding animals and to prohibit them if they present a potential danger to other passengers.

3.8. Resource Management

During incident response, WETA EOC staff will identify unmet needs such as additional vessels and crews, fuel and staff to augment EOC operations that require resources or capabilities from external sources. Resources may be supplied by vendors and contractors through emergency contracting, through mutual aid or through direct support from State and Federal authorities. The Operations Section Chief in the EOC will identify required resources. The Logistics Section Chief will develop strategies to obtain those resources that are beyond WETA's ability to provide. The WETA EOP provides additional detail on resource ordering and management.

3.8.1. Web Based Resource Management

WETA intends to implement VEOCI, a web-based, virtual EOC, information and resource management system that will allow staff to access an online workspace for emergency management activities in the EOC, and if they are unable to report to WETA's EOC or if they are in the field. This system provides functionality for staff in multiple locations to collaborate, generate and share real-time information and situational awareness and also provides a structure for resource tracking and situational analysis.

VEOCI will be used for:

- Staff notification
- Internal and external communications

- Managing tasks
- Managing resources
- Document storage
- Compiling information for reports/situational awareness
- Reimbursement documentation

This system will be compatible with the State of California's web based resource management system, CalEOC.

3.8.2. Mutual Aid Systems

An integral part of all transportation agency operations in the Bay Area is commitment to an effective regional emergency transportation response and mutual aid coordination.

San Francisco Bay Area Transit Operators Mutual Aid Agreement (Transit Mutual Aid) - All of the major transportation agencies in the WETA area of service have signed the Transit Mutual Aid Agreement indicating their desire to share available resources during emergencies. Detailed information on the Transit Mutual Aid can be found at: http://www.mtc.ca.gov/planning/emergency/FINAL_RTEMP_May_2008.pdf

Resources for ferry vessels and crews to support mutual aid in the Bay Area are limited. Golden Gate Ferry (GGBHTD) operates the only other public Bay Area ferry system, but compatibility of vessels and terminals constrain interoperability.

Emergency Management Mutual Aid (EMMA) - The State, through the SEP and the California Disaster and Civil Defense Master Mutual Aid Agreement, provides processes for requesting and receiving mutual aid, including emergency management staff, from other jurisdictions and special districts within the State. The purpose of EMMA is to provide emergency management personnel and technical specialists to support the disaster operations of affected jurisdictions during an emergency. WETA requirements for EMMA provided resources will most likely be to augment EOC staff to support multi-operational period incidents.

The EMMA system is composed of emergency management personnel and other disciplines from local and State government. The process for the allocation of resources is as follows:

1. WETA will forward requests for EMMA assistance (resources) to the SOC through EF 1 Transportation.

2. The Cal OES SOC will facilitate the provision of mutual aid based on response priorities and available resources.

3. If sufficient resources are not available through EMMA, the SOC will use other processes to obtain the required resources.

Emergency Management Assistance Compact (EMAC) – EMAC is the first national disaster–relief compact since the Civil Defense and Disaster Compact of 1950 to be ratified by Congress. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become EMAC members.

EMAC offers assistance during a Governor-declared Proclamation of Emergency through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states. When local resources are exhausted and resource requests reach Cal OES, the SOC sources the needed resource through intrastate mutual aid, Federal, private sector, volunteer, or EMAC. The Governor must declare a Proclamation of Emergency, authorizing funds to be expended for response and recovery, and activating EMAC. WETA requirements for EMAC provided resources will most likely be to augment EOC staff to support multi-operational period incidents.

Details on EMAC are available at: http://www.emacweb.org/

3.8.3. Defense Support to Civil Authorities

Defense Support of Civil Authorities (DSCA) is codified in DoD Directive 2000.13. This directive defines DSCA as: "Support provided by U.S. Federal military forces, National Guard, DoD civilians, DoD contract personnel, and DoD component assets, in response to requests for assistance from civil authorities for … domestic emergencies, …and other domestic activities. Support provided by National Guard forces performing duty is considered DSCA, but is conducted as a State-directed action also known as civil support."

Requesting the military to respond to a disaster, manmade or natural through DSCA, is done through a formal process established between FEMA and DoD. For DoD to provide capabilities to support emergency water transportation operations, WETA would make a request to the SOC to provide additional capacity to meet operational requirements. If no other local or State sources are available such as vendors, mutual aid or the National Guard for supporting the resource requirements, the State would make a formal request to FEMA who would forward a DSCA mission assignment to DoD.

When Federal forces deploy in support of DSCA, they come under the operational control of U.S. Northern Command (USNORTHCOM). USNORTHCOM only controls Federal forces deployed into the impact area in response to the incident. National Guard forces deployed under the authority of the Governor remain under control of the Governor.

Military assets conducting support stay under the control of the military chain of command. Assistance is coordinated with the jurisdictions and agencies in the incident area to ensure that military support is being properly utilized as per the approved request. If there is a need to change the original mission assignment, the request process starts over again. Determining when the military is done conducting the requested support is done collaboratively between DoD officials, local government and Federal agencies. DoD capabilities that WETA may request include control of shipping and fuel.

3.8.4. Fuel

A major earthquake is likely to damage marine terminals, oil refineries, fuel transmission lines, and fuel dispensaries. This will limit availability of fuel to support immediate and follow-on response operations including the movement of first responders and survivors.

The California Petroleum Fuels Set-Aside Program is a formal allocation program used to ensure fuel supplies are available to emergency responders during a widespread or prolonged shortage. This formal program is implemented at the direction of the Governor only after proclamation of a state of emergency. In addition, the Governor must officially sign and announce Emergency Order No. 6 which empowers the California Energy Commission (CEC) to "hold control of petroleum stocks" as needed to ensure the health, safety, and welfare of the public. This order gives the Energy Commission the legal authority to provide fuel as necessary to support the response to the disaster.

WETA intends to use fuel supply on hand and to immediately request fuel from the SOC.

According to the *Bay Area Earthquake Plan,* FEMA plans to activate their fuel contract immediately upon such a catastrophic event. Depending on the priority system for fuel set up by the SOC, WETA may have access to diesel from Maritime Administration vessels if they are not deployed elsewhere during the incident.

In November 2015 WETA and the Maritime Administration (MARAD) participated in a dry, over the water fueling exercise to check compatibility of fueling hoses between the MARAD and WETA fleets and fendering requirements for WETA vessels. The exercise successfully demonstrated the capability to transfer fuel from the MARAD roll on roll-off ship to a WETA ferry for refueling during an emergency event.

Additional information on fuel, including usage rates, storage at maintenance facilities and emergency fuel provisions is discussed in detail in **Appendix J** of the EOP

3.8.5. Resources Required for the Construction of Temporary Ferry Terminals

As mentioned earlier, WETA will need assistance from state and regional partners such as Cal OES, Caltrans, the State Lands Commission and Ports for obtaining access to land to establish additional/temporary ferry terminals. After an emergency, construction resources will be in great demand. WETA will need Cal OES to prioritize the resources and services discussed below which will be required for constructing new additional/temporary ferry terminals (or retrofitting existing) to meet emergency water transportation operations needs as well as assistance from all levels of government to expedite construction or expansion of ferry terminals.

WETA has one regional spare passenger float and gangway that can be deployed to establish a temporary ferry terminal; the location would require sufficient water depth and connecting landside access. Marine construction services including tug boats and crane rigs would be required to transport and assemble the terminal. Additional terminals would require sourcing equipment including floats/barges, gangways, ramps, guide and fender pilings. Marine construction resources would also be required for preparing and installing the equipment. Timelines to provide temporary ferry terminals

would depend on availability of construction firms and the required floats and ramps. Once a marine construction firm is mobilized the WETA regional spare float could be operational in 24 hours, however, other terminals could take up to a week to outfit and install. **Appendix I** in the EOP covers temporary ferry terminal construction in greater detail.

3.9. Emergency Funding and Reimbursement

WETA normally operates as a transportation agency with funding for operations derived from fares, bridge tolls, transportation sales taxes, local transportation funding and State Transit Assistance. WETA does not currently receive any funding for emergency response activities or the provision of emergency water transportation operations. WETA will need early assistance from the State or Federal government, or another mechanism, to contract additional crews and vessels, and meet other increased operational expenses after a disaster in order to support emergency water transportation operations. Below are emergency funding programs that may support rapid reimbursement to WETA to support emergency water transportation operations.

3.9.1. The DOT Emergency Relief Programs

Federal Transportation Administration (FTA) Emergency Relief (ER) funding is available to entities that receive Federal transit funding directly from FTA, whether as a State, a designated recipient of 5307 Program funding, or as a direct recipient of program funds. Eligible recipients are typically States, local government authorities and public transit systems. Eligible recipients may apply for FTA ER Program funds on behalf of themselves and any sub-recipients.

In the event of an emergency or major disaster affecting public transportation systems, FTA will consult with the affected transit systems to determine the scope and extent of damage or the existence of other eligible costs. If a presidential or State declaration of an emergency or major disaster is in effect, the affected transit systems may be eligible for reimbursement of eligible ER costs through FTA's ER Program.

In some cases, transit services may be eligible for reimbursement under the Federal Highway Administration (FHWA) ER Program, a special program from the Highway Trust Fund (HTF) for the repair and reconstruction of federal-aid highways and roads and trails on federal lands, which have suffered serious damage as a result of a natural disaster or catastrophic failures from an external cause. For example, if a road or bridge has been damaged or destroyed by a disaster, and a temporary structure or alternate route is not practical as a temporary connection, additional detoured or temporary ferry or other transit services may be eligible for reimbursement under FHWA's ER Program. The program can also fund the operating costs of movement of survivors, rescue operations, temporary public transportation service, or reestablishing, expanding, or relocating service before, during or after an emergency. Maintenance and operation of additional ferryboats or transit is eligible as a temporary substitute service.

23 U.S.C. 125 currently authorizes $100 million annually for the FHWA Expedited Emergency Relief Quick Release Allocation Process. Congress has periodically provided additional funds for the ER program through supplemental appropriations. ER program funds can be made available to a State DOT within

days of a disaster. There is no requirement for a Stafford Act Declaration to initiate funding. For more information on the ER program see http://www.fhwa.dot.gov/programadmin/erelief.cfm.

3.9.2. FEMA Public Assistance Program:

Through the Public Assistance Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The objective of the Public Assistance Program is to provide supplemental assistance to states, local governments, and selected nonprofit organizations for the alleviation of suffering and hardship resulting from major disasters or emergencies declared by the President.

Under the Stafford Act as amended in 2013, the President is authorized to provide temporary public transportation service in an area affected by a major disaster to meet emergency needs and to provide transportation to governmental offices, supply centers, stores, post offices, schools, major employment centers, and such other places as may be necessary in order to enable the community to resume its normal pattern of life as soon as possible. Details concerning application for and eligibility under the Public Assistance Program are contained in the FEMA Public Assistance Applicant Handbook FEMA P-323 / March 2010, http://www.fema.gov/pdf/government/grant/pa/fema323_app_handbk.pdf

4. Communications

Communications before, during and following an incident are bi-directional. Staff, passengers, the media and officials from other agencies will ask questions and request information. WETA will be expected to answer questions and provide information regarding damage assessments, resources required, staff reporting instructions and its ability to conduct emergency water transportation operations. Requests from the Operational Area for resources must be provided to the SOC, and direction from the SOC relayed to WETA. Staff requires direction on whether to report to work, shelter in place, or evacuate. First responder organizations need to know the ability of WETA to support their operations. This flow of information is managed through the EOC with support from other staff.

4.1. Emergency Communications Systems

During an incident resulting in loss of power, landline and cellular telephone, and email communications may not be available. WETA uses the following communications systems for emergency operations:

- Satellite phones – WETA's EOC, Maintenance facilities, certain WETA staff and select contracted operator management have satellite phones. WETA's EOC also has an MTC provided satellite phone for regional transportation agency and Operational Area conference calls. It is likely that satellite phone networks may become overloaded if landline and cellular telephone service is not available.
- VHF radios – provide vessel-to-vessel communications and vessel to land communications. Each WETA vessel and the contracted operator dispatch center have VHF radios. All passenger vessels, USCG Sector SF, and the Marine Exchange monitor VHF radio channels.
- P25 Trunked multi-band radio – provide interoperable radio communications with emergency management agencies, local law enforcement, and first responders. These radios also have VHF channels for communication to vessels.
- Ambassadors and signs at terminals - During events or emergencies WETA uses guest representatives to provide information at ferry terminals on the status of routes and schedules.

4.2. Regional Information Exchange and Coordination

During an incident requiring emergency water transportation operations, WETA will communicate directly with the USCG, the GGBHTD, passenger vessel operators, ports, and the Marine Exchange to establish the nature of the emergency and the status of area vessels, terminal facilities, and other maritime assets that may be deployed in response to the emergency.

During emergency water transportation operations, WETA will:

- Collect information on the status of passenger vessels, crews, terminal facilities, and other resources required to support emergency water transportation operations. The Information Collection Template provided in the EOP supports applying a standardized approach to acquiring information required for developing situational awareness of the incident.
- Notify staff of EOC activation and the requirement to report to the EOC

- Contact Bay Area passenger vessel operators to determine the availability of additional vessels and crews
- Report information to the SOC and MTC regarding EOC activation, available vessels and crews, terminal locations, schedules, and capacities
- Participate in the MTC-coordinated JIC to provide information to responding agencies and the public on terminal locations, schedules, and capacities
- Use WETA controlled media listed in **Section 4.3** to provide information to the public on passenger vessel operations

During an emergency, MTC serves as the regional transportation information clearinghouse by providing information to participating agencies and summarizing the status of transportation system functionality for public information purposes. MTC also prepares status reports and damage assessments for the regional transportation system and provides them to the SOC. WETA participates in the MTC coordinated communications process by providing Situation Status Reports and supporting the regional transportation JIC/JIS.

4.3. Public Communications Systems

WETA can communicate public information announcements regarding service changes, status of emergency operations using the following capabilities:

- Public media outlets through the MTC JIC and the National Emergency Alert System: This includes broadcast television and radio, and newspapers.
- 511 through MTC: The 511 Traveler Information System, a free phone and social media platform that provides current information to the public on Bay Area traffic conditions, incidents, detour routes, and driving times, as well as schedules, routes, and fares for public transit services and transportation alternatives.
- WETA/SF Bay Ferry website, Facebook, and Twitter accounts
- BayAlerts: BayAlerts is a subscription based rider notification system that provides San Francisco Bay Ferry riders with important, timely, and customized ferry service information.
- Caltrans Intelligent Transportation System (ITS) signage: ITS signage on the region's freeways could be used to transmit messages about the status of ferry routes and schedules.

The ability to effectively utilize the above capabilities will depend on the operability and capacity of cellular systems and the Internet, and the ability to restore their functionality. Additionally, WETA uses ambassadors and portable message boards to provide information at ferry terminals on the status of routes and schedules.

4.4. Public Information Operations

The generation of timely, accurate public information coordinated with transportation agencies in Bay Area region is essential to protect people, property, the environment and the economy if a disaster is imminent or has occurred. The *MTC RTEMP, Regional Transportation Public Information – Interagency Joint Information System (JIS)/JIC Procedures*, contains detailed information on processes that provide

guidance to the media relations and community outreach functions to expedite the transportation sector's responsibility to keep citizens advised of the region's transportation system status.

Public information will be coordinated and disseminated using a JIS. The JIS provides a structure for developing and delivering coordinated interagency messages. The JIC is the central element of the JIS and provides a physical or virtual location where public information personnel perform critical emergency information functions.

MTC will coordinate with Public Information Officers (PIOs) from supporting transportation agencies to support information collection and dissemination to the public, media, and other interested parties. It is important to note that procedures pertaining to the JIS do not pre-empt or nullify existing transportation agency public information protocols.

The JIS specifically provides the following:

- Interagency coordination and integration
- Gathering, verification, coordination, and dissemination of consistent messages
- Support for decision makers
- Flexibility, modularity, and adaptability

Specific objectives of the JIS are as follows:

- Quickly assess and convey the nature of the emergency to the public in a form that is accessible, factually accurate, and easily understood
- Provide critical information to the media and general public concerning the region's transportation system status and ability to restore basic transportation service
- Provide accurate, authoritative information to the public in order to dispel rumors and false information

Additional information on public notification is contained in the WETA EOP, Communications Plan, **Appendix K**

4.5. Staff Notification

Key to making staff notification processes effective are accurate staff contact information and early decision making as to the appropriate staff to notify during an emergency. WETA is implementing the VEOCI EOC management platform. VEOCI allows for developing staff and stakeholder emergency notification groups and rosters. It will generate notifications on multiple media methods. Details on staff emergency notification authority and processes are contained in the WETA EOP.

This page intentionally left blank

5. Plan Maintenance

The WETA Manager of Operations will be responsible for maintaining The Plan and the Emergency Operations Plan annex.

5.1. Plan distribution

The Plan is intended for use by all WETA staff. It should be available at key emergency operations locations, with sufficient copies in the EOC available to support full activation operations. It should be readily at hand for senior leadership and provided to key partner agencies and entities.

5.2. Plan updates

The WETA Manager of Operations will update The Plan to reflect any applicable changes that are made to it or the EOP appendix. Evaluating the effectiveness of The Plan involves capturing information from training events, exercises, and real-world incidents to determine whether the goals, COAs, decisions, and timing outlined led to a successful response. This process may indicate that deficiencies exist. Members of WETA staff should discuss the deficiencies and consider assigning responsibility for generating remedies. Remedial actions may involve revising planning assumptions and operational concepts, changing organizational tasks, or modifying organizational implementing instructions such as checklists or templates. Remedial actions may also involve providing refresher training for EOC personnel.

The Plan should be reviewed and updated internally by WETA staff and whenever the following occur:

- A major incident
- A change in operational capabilities or resources (e.g., policy, personnel, organizational structures, management processes, facilities, equipment)
- A formal update of planning guidance or standards
- A change in the acceptability of various risks

5.3. Plan testing, training, and exercises

Maintenance of The Plan and evaluating its effectiveness involves using training and exercises, and evaluation of actual incidents to determine whether goals, decision, and timing outlined in The Plan led to a successful response. Short of real world operation, exercises are the best method of evaluating the effectiveness of a plan. They also provide a valuable tool in training emergency responders and WETA staff to become familiar with the procedures, equipment, and systems that they actually use or manage in emergency situations. Exercises must be conducted on a regular basis to maintain readiness. **Table 1** provides a recommended schedule of exercise for WETA staff.

Table 1. Recommended Exercise Schedule:

Frequency	Type	Participants
Annually	Evacuation Drill of WETA Transit Operations Facility or Facilities and Operations/ Maintenance Facility	All employees
Annually	USCG SF-VMAP Exercise	Contract vessel operator
Annually	Tabletop or Functional Exercise	Emergency operations staff
Every 3 years or as available	Full-Scale Exercise	Emergency operations staff

5.4. After Action Review

After every exercise or incident, an After-Action Report/Improvement Plan (AAR/IP) should be completed. The AAR/IP has two components: an AAR, which captures observations and recommendations based on incident objectives as associated with the capabilities and tasks; and an IP, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The WETA Manager of Operations is responsible for the development of the AAR/IP and convenes participants to discuss action items and solicit recommendations for improvement.

7. Appendices:

This page intentionally left blank

A. Acronyms and Glossary

AAR	After-Action Report
BART	Bay Area Rapid Transit
BATA	Bay Area Toll Authority
BCDC	San Francisco Bay Conservation and Development Commission
Cal OES	California Governor's Office of Emergency Services
CalEOC	California Emergency Operations Center
Caltrans	California Department of Transportation
CDFW	California Department of Fish and Wildlife
CEC	California Energy Commission
CHP	California Highway Patrol
COA	Course(s) of Action
DHS	U.S. Department of Homeland Security
DoD	U.S. Department of Defense
DOT	U.S. Department of Transportation
DSCA	Defense Support of Civil Authorities
DSW	Disaster Service Worker
EF	(California) Emergency Function
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ER	Emergency Relief
ESA	(California) Emergency Services Act
ESF	(Federal) Emergency Support Function
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GGBHTD	Golden Gate Bridge, Highway and Transportation District
HSC	Harbor Safety Committee
HSP	Harbor Safety Plan
IMAT	Incident Management Assistance Team
IP	Improvement Plan
ITS	(Caltrans) Intelligent Transportation System
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
MARAD	(DOT) Maritime Administration
MARSEC	USCG Maritime Security
MMAA	Master Mutual Aid Agreement
MTC	Metropolitan Transportation Commission

MTSRU	Maritime Transportation System Recovery Unit
NRF	National Response Framework
OSPR	Office of Spill Prevention and Response
OSPRA	Office of Spill Prevention and Response Act
REOC	Regional Emergency Operations Center
RRF	Ready Reserve Force
RTEMP	Regional Transportation Emergency Management Plan
SEMS	Standardized Emergency Management System
SEP	State Emergency Plan
SITSTAT	Situation Status Report
SOC	State Operations Center
Stafford Act	Robert T. Stafford Disaster Relief and Emergency Assistance Act
TMC	Transportation Management Center
TRP	Transportation Response Plan
UASI	Urban Area Security Initiative
USACE	U.S. Army Corps of Engineers
USCG	U.S. Coast Guard
USNORTHCOM	U.S. Northern Command
V-MAP	Vessel Mutual Aid Plan
VTS	Vessel Traffic System
WETA	Water Emergency Transportation Authority
WTA	Water Transit Authority

Table A.1: California State Emergency Functions and Federal Emergency Support Functions

CA-EF Title	Definition	Lead Agency	Corresponding Federal ESF
EF 1 Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents.	Transportation Agency	ESF #1 – Transportation
EF 2 Communications	Provides resources, support and restoration of government emergency telecommunications, including voice and data.	Office of the Chief Information Officer	ESF #2 - Communications
EF 3 Construction and Engineering	Organizes the capabilities and resources of the state government to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support to local jurisdictions.	Government Operations Agency	ESF #3 – Public Works and Engineering
EF 4 Fire and Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment and supplies to support local jurisdictions.	California Office of Emergency Services	ESF #4 – Firefighting
EF 5 Management	Coordinates and resolves issues among the CA-EFs in the four phases of emergency management to ensure consistency in the development and maintenance of the SEP	California Office of Emergency Services	ESF #5 – Emergency Management

CA-EF Title	Definition	Lead Agency	Corresponding Federal ESF
	annexes. During emergencies, serves in an advisory capacity to the EOC Director.		
EF 6 Care and Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification and victim recovery.	Health and Human Services Agency	ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services
EF 7 Resources	Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations.	Government Operations Agency	ESF #7 – Logistics Management and Resource Support
EF 8 Public Health and Medical	Coordinates Public Health and Medical activities and services statewide in support of local jurisdiction resource needs for preparedness, response, and recovery from emergencies and disasters.	Health and Human Services Agency	ESF #8 – Public Health and Medical Services
EF 9 Search and Rescue (Merged with EF 4 Fire and Rescue and EF 13 Law Enforcement)	Supports and coordinates response of personnel and equipment to search for and rescue missing or trapped persons. Cal OES Law Enforcement supports and coordinates responses to search for, locate and rescue missing or lost persons, missing	California Office of Emergency Services	ESF #9 – Search and Rescue

CA-EF Title	Definition	Lead Agency	Corresponding Federal ESF
	and downed aircraft, high angle rock rope rescue and investigations of missing person incidents that may involve criminal acts and water rescues. Cal OES Fire and Rescue supports and coordinates responses to search for, locate and rescue victims of structure collapse, construction cave-ins, trench, confined space, high angle structure rope rescue and similar emergencies and disasters and water rescues.		
EF 10 Hazardous Materials	Coordinates state resources and supports the responsible jurisdictions to prepare for, prevent, minimize, assess, mitigate, respond to and recover from a threat to the public or environment by actual or potential hazardous materials releases.	California Environmental Protection Agency	ESF #10 – Oil and Hazardous Materials Response
EF 11 Food and Agriculture	Supports the responsible jurisdictions and coordinates activities during emergencies impacting the agriculture and food industry and supports the recovery of impacted industries and resources after incidents.	Department of Food and Agriculture	ESF #11 – Agriculture and Natural Resources
EF 12 Utilities	Provides resources and support to responsible jurisdictions and in partnership with private sector to restore gas, electric, water, wastewater and	Resources Agency	ESF #12 – Energy

CA-EF Title	Definition	Lead Agency	Corresponding Federal ESF
	telecommunications.		
EF 13 Law Enforcement	Coordinates state law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans. Supports responsible jurisdictions in the safe movement of survivors, domestic animals and livestock from hazardous areas.	California Office of Emergency Services	ESF #13 – Public Safety and Security
EF 14 Long-Term Recovery	Supports and enables economic recovery of communities and California from the long-term consequences of extraordinary emergencies and disasters.	California Office of Emergency Services	ESF #14 – Long-Term Community Recovery
EF 15 Public Information	Supports the accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector and the local populace, including the special needs population.	California Office of Emergency Services	ESF #15 – External Affairs
EF 17 Volunteer and Donations Management	Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a state	California Volunteers	N/A

CA-EF Title	Definition	Lead Agency	Corresponding Federal ESF
	response.		
EF 18 Cyber Security	Supports responsible jurisdictions by establishing a collaborative framework within the State of California to prevent, detect, respond to, and recover from a Cyber Security event of statewide significance.	Department of Technology	N/A

This page intentionally left blank

B. Emergency Operations Plan and EOC Standard Operating Procedures

This Appendix is maintained as a separate, confidential document and distributed in accordance with its own instructions.

The EOP provides an overview of WETA's organization, policies, and approach to all phases of emergency preparedness. It is the foundation document for WETA's emergency management program. The EOP identifies the functions and responsibilities for the emergency response organization and EOC staff, and provides guidance for plan maintenance. It describes internal processes that address emergency response and coordination. The intent of the EOP is to provide supporting documentation to emergency response staff that is detailed enough for effective response yet is flexible enough to be used in any emergency response including one that requires emergency water transportation operations to support movement of first responders or evacuation of affected populations.

The EOP provides guidance to WETA staff to promote effective response and recovery operations when an emergency impacts any WETA operation. It contains a Quickstart Guide that allows any WETA staff arriving at the EOC to initiate EOC operations. The scope of the EOP includes WETA's personnel, vessels and crews, passengers, property, and facilities, and it is applicable to any incident resulting from any hazard or threat.

The EOP:

- Describes WETA's organizational structure and management system for emergency response
- Sets forth lines of authority and organizational relationships, and shows how emergency response activity will be coordinated
- Identifies the actions taken to activate and operate the WETA EOC
- Identifies personnel, equipment, facilities, supplies, and other resources available to support EOC operations
- Provides detailed guidance for EOC staff to carry out their responsibilities
- Describes EOC processes and products such as the EOC Action Plan and Situation Status Report
- Provides detailed information on the following emergency response activities:
- EOC action planning
- Information collection and management
- EOC position checklists
- EOC activation staffing rosters
- Regional transportation incident response
- Hazard specific checklists
- Temporary terminal requirements and layout
- Communications
- Refueling operations

This page intentionally left blank

C. Response Timeline

This section of the Plan identifies the tasks needed to support the COAs identified in Section 3.3. Each task is identified under its corresponding objective, the entities likely involved in coordinating and accomplishing the task, and any additional details. Many tasks are likely to span multiple time frames and may start and stop at different times in localities throughout the region because of local circumstances.

Phase 2A: Immediate Response (0-24 Hours)

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
2A-1. Determine the safety and wellbeing of WETA staff, Contract Operator crews and passengers. Take actions to return passengers onboard to safe locations.	**1**	Staff to report status via VEOCI or other specified method	All WETA staff	WETA EOC Staff	
	2	Contact Contract Operator Fleet Dispatch on VHF Channel 80 to request crew and passenger wellbeing of underway ferries	WETA EOC Operations Section	Contract Operator Fleet Vessel Masters	Returning onboard passengers to safe locations will require coordination and time. Passengers should be returned to locations ashore that can provide care and shelter or transportation to shelter facilities.
2A-2. Take protective measures to provide for the security and safe operation of WETA controlled property and assets	**3**	Establish crowd control requirements for emergency operations at ferry terminals. Contact local law enforcement agencies for increased security at ferry terminals and maintenance facilities. Consider the need for additional security on WETA vessels.	WETA, Contract Operator, USCG	Local law enforcement agencies, contract security	
2A-3. Activate and staff the WETA EOC	**4**	Determine where the EOC can be established based on the incident impacts	WETA EOC Management Section	WETA EOC staff	
	5	Contact staff and provide reporting instructions	WETA EOC Management Section	WETA EOC staff	
	6	Set up EOC equipment and test operability	WETA EOC Staff	WETA EOC staff	
	7	Conduct communications checks	WETA EOC Staff	USCG, Contract Operator Fleet, MTC, Cal OES, SFDEM	
2A-4. Establish communications between WETA EOC, and Contract Operator Fleet Dispatch, the Cal OES SOC, USCG Sector SF and MTC	**8**	Check all forms of communication with key partner agencies and operators. Section 4.1 of the base Plan provides the various systems and mode for both normal and emergency communications	WETA EOC Logistics Section	USCG Sector SF, VTS, Contract Operator Fleet, Cal OES, MTC	
	9	Based on communications systems available, agree on a communications plan including primary and alternate communications systems with each partner agency and operator	WETA EOC Logistics Section	USCG Sector SF, VTS, Contract Operator Fleet, Cal OES, MTC	
2A-5. Assess and report the readiness status of crews, vessels and maintenance facilities	**10**	Contact Contract operator Fleet Dispatch at or VHF Channel 80 to request status and availability of crews, vessels and maintenance facilities	WETA EOC Operations Section	Contract Operator Fleet	
	11	Notify other Bay Area passenger vessel operators of the potential need for mutual aid/contracted passenger vessel support and request they provide availability of vessels and crews	WETA EOC Operations Section	Golden Gate Bridge, Highway and Transportation District	See **Appendix E** for Bay Area Region Passenger Ferry Vessel Inventory and **Appendix M** of the EOP for Contact Information

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
2A-6. Assess and report the status of ferry terminals. Assessments may require visual inspections by vessel crews if landside access is delayed.	**12**	Contact the ferry terminal owner/operator to request the operability of terminals. Report the status to MTC and Cal OES.	WETA EOC Operations Section	Contract Operator Fleet	Ferry terminal owner/terminal operators are listed in **Appendix E**, contact information is available in **Appendix M** of the EOP
	13	Contact USCG Sector SF, VTS to request information on safety of navigation including aids to navigation	WETA EOC Operations Section or Contracted Operator	USCG Sector SF, VTS, Contract Operator Fleet	
	14	Vessel crews conduct visual assessment of ferry terminals and report condition to Contract Operator. WETA coordinate reports to the SOC and MTC	WETA, Vessel Masters	Contract Operator Fleet	
2A-7. Comply with MARSEC conditions in place	**15**	Determine MARSEC Condition from USCG Sector SF, VTS and monitor ferry vessels for compliance	Contract Operator Dispatch, Vessel Masters	WETA, USCG Sector SF	Possible vessel movement restrictions during MARSEC Conditions 2 and 3 may delay disembarking passengers. Provide the location and number of passengers that may be affected by MARSEC restrictions to USCG Sector SF, VTS
2A-8. Monitor the navigability of waterways for ferry routes	**16**	Use all information available to determine the navigability of waterways for ferry routes after a major earthquake. Ferry vessels should use extreme caution when navigating in dredged waters due to possible channel collapse or underwater debris	USCG, USACE, Vessel Operators, Contract Operator Fleet, terminal owners	USCG Sector SF, VTS, Contract Operator Fleet, Port of Oakland, Port of San Francisco, GGBHTD, City of Vallejo, City of Alameda	The City of Oakland of Oakland, the Port of Oakland, CCFS, and Alameda County and other jurisdictions operate fire and police vessels that may assist in determining the status for ferry terminals channels. Some of these vessels are fitted with side scanning sonar
	17	Develop detailed restoration priorities for returning navigable waterways to full operability	USCG, Cal OES, WETA EOC	Caltrans, MTC, Port of Oakland, Port of San Francisco, GGBHTD, City of Vallejo, City of Alameda	This operation is likely to occur within EF 1, Transportation, at the SOC
2A-9. Report the availability of vessels and crews to the SOC and MTC	**18**	Determine the number of WETA owned vessels, and their operability and fuel state available for emergency water transportation operations. Determine the number of vessel crews available for emergency water transportation operations. Report this information to the SOC and MTC	WETA EOC Planning Section, Contract Operator Fleet	Requires local jurisdictions where crews are located to support transportation and access to ferry terminals or a collection point	WETA may want to consider developing a preplanned response to use internal resources to pick up crews to conduct emergency water transportation operations

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
2A-10. Operate existing routes until other priorities are required or established	**20**	Determine the number of non-WETA owned vessels, and their operability and fuel state available for emergency water transportation operations. Determine the number of non-WETA vessel crews available for emergency water transportation operations. Report this information to the SOC and MTC.	WETA EOC Planning Section	- Golden Gate Bridge, Highway and Transportation District - Private Passenger Vessel Operators	Numbers of available ferry terminal sites may limit the ability to bring all additional vessels into emergency water transportation service even if sufficient crew are available. Private Vessel Operators are listed in Appendix E.
2A-11. Conduct immediate life-safety operations to support threatened populations as feasible based on safety considerations	**21**	When directed by the SOC or requested through mutual aid agreements, provide ferry vessels to conduct emergency movement of survivors at risk to life safety based on imminent hazards	WETA EOC, Contract Operator Fleet, Vessel Masters	Cal OES, Bay Area Operational Areas and local jurisdictions	After a major earthquake, demands for ferry vessels for movement of survivors and return stranded people will likely overwhelm available resources. SEMS provides guidance that the SOC will prioritize requests to assign available resources. Prior to conducting immediate life-safety operations, WETA and vessel masters must first determine the safety of embarking passengers at a terminal **and** also be able to disembark passengers at a terminal that provides connection to further-on transportation and/or life sustaining support
2A-12. Determine fuel requirements and work with the Cal OES SOC to secure sources for additional fuel	**22**	Contact Cal OES and/or FEMA or DOT (MARAD) for obtaining fuel to sustain emergency water transportation operations	WETA EOC, Contract Operator, Cal OES	Fuel suppliers	WETA typically has enough fuel to operate for three days when providing normal transit service.

Phase 2B: Deployment (24-72 Hours)

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
2B-1. Operate, or coordinate operation of, available vessels on feasible routes to provide movement of survivors as well as movement of first responders and DSWs to conduct response operations	**23**	Coordinate with the SOC and MTC to develop situational awareness of passenger vessel resource requirements to return or deploy first responders and DSWs to communities affected by the incident. Prioritize service to the most affected communities based on life-safety considerations	WETA EOC	Cal OES, MTC, Operational Areas	During the Deployment Phase, demand for emergency water transportation resources will likely exceed availability of vessels, crews and the capacity of terminals
	24	When directed by the SOC or requested through mutual aid agreements, provide ferry vessels to conduct emergency water transportation of first responders and DSWs to support response operations	WETA, Contract Operator Fleet	Cal OES, MTC, Operational Areas, non-government agencies i.e. American Red Cross (ARC)	This will likely involve providing shuttle services to allow first responders and DSWs to return to Base Camps if they don't have accommodations near their incident work site. To the extent possible separate pickup and drop off points for survivors and, first responders and DSWs
	25	Coordinate with the SOC and MTC to develop situational awareness of passenger vessel resource requirements movement of survivors in communities affected by the incident and return of people displaced from their homes. Prioritize service to the most affected communities based on life-safety considerations.	WETA EOC	Cal OES, MTC, Operational Areas	Movement of survivors and return of displaced populations must be evaluated in terms of the safely embarking passengers at a terminal **and** also the ability to disembark passengers at a terminal that provides connection to further-on transportation and/or life sustaining support
	26	When directed by the SOC or requested through mutual aid agreements, provide ferry vessels to conduct emergency water transportation of survivors and displaced people	WETA EOC, Contract Operator Fleet	Cal OES, MTC, Operational Areas, deploying and receiving organizations such as American Red Cross (ARC)	To the extent possible separate pickup and drop off points for survivors and, first responders and DSWs
2B-2. Determine the need for additional vessels, crews and terminals to support movement of first responders, DSWs, and survivors	**27**	Assess the effectiveness of emergency water transportation operations based upon inputs from Operational Areas (collated by the SOC) of the numbers of first responder requiring shuttle service and numbers of survivors needing movement. Increase passenger movement capacity by contracting additional crews and vessels, and developing a plan to provide service on additional routes	WETA EOC Planning Section, SOC, Operational Areas	Organizations providing mutual aid first responders and volunteer disaster service workers	Based upon the extent of damage and time required to repair regional surface transportation systems, capacity of emergency water transportation operations may lag requirements for several days or weeks.
2B-3. Contract and/or use mutual aid to acquire and provide additional vessels and crews available in the region	**28**	Request mutual aid from GGBHTD for additional crews and vessels. Request the SOC to contract for crews and vessels from private operators. A list of operators with potential passenger vessels is contained in **Appendix E**	WETA EOC Logistic Section, SOC	Private passenger vessel operators	After a Governor's Proclamation of Emergency, the SOC/Department of General Services may contract and pay for resources using emergency procurement processes
2B-4. Determine potential locations and feasibility of operating additional ferry terminals as directed by the SOC	**29**	Determine if current emergency water transportation operations will meet capacity requirements for transporting first responders and survivors needing movement. If sufficient passenger vessel resources are not available, review operating from additional ferry terminal sites. **Appendix D** contains a listing of potential emergency ferry terminal sites.	WETA EOC Operations Section, jurisdictions owning potential emergency ferry terminal sites.	SOC, MTC	Operating from emergency ferry terminal sites requires a review of the ability to navigate to the site and appropriate waterside equipment to safely moor and embark passengers. Only some passenger vessels are able to operate from terminal sites other than those on their normal routes. Usability of additional terminal sites may require alteration to ensure compatibility with vessels and suitability for vessel operations.

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
2B-5. Support JIC/JIS operations to provide information on ferry routes and schedules	**30**	Provide information on the status, and routes and schedules of emergency water transportation operations to the support the JIC/JIS at the State SOC and MTC	WETA EOC PIO	SOC, MTC JIC/JIS	Using guidance in the RTEMP, MTC will establish a regional transportation JIC/JIS. MTC will coordinate developing situational awareness of regional transportation system status, delivering information on transportation system status via 511 and providing a regional Situation Status Report to the SOC
2B-6. Coordinate with MTC and the SOC to develop long range plans to support restoration of the regional transportation system	**31**	Based upon estimated times to restore surface transportation systems, passenger routes available and vessels capacity, develop a long range plan to provide expand ferry operations to provide normal transit operations	WETA EOC Planning Section, MTC, SOC	Caltrans, Regional transportation agencies, Operational Areas	While emergency water transportation operations may last many days or weeks, normal transit operations should be restored as quickly as possible to support economic recovery. This may require construction of additional ferry terminal sites and operation of additional routes

Phase 2C: Sustained Response (72+ Hours)

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
2C-1. Continue to operate available vessels on feasible routes to provide movement of survivors as well as first responders and DSWs	**32**	Continue to coordinate with the SOC and MTC to develop situational awareness of passenger vessel resource requirements to return or deploy first responders and DSWs to communities affected by the incident. Prioritize service to the most affected communities based on life-safety considerations.	WETA EOC	Cal OES, MTC, Operational Areas	During the Deployment Phase, demand for emergency water transportation resources will likely exceed availability of vessels, crews and the capacity of terminals
	33	As directed by the SOC or requested through mutual aid agreements, provide ferry vessels to conduct emergency water transportation of survivors as well as first responders and DSWs to support response operations	WETA, Contract Operator Fleet	Cal OES, MTC, Operational Areas, non-government agencies i.e. American Red Cross (ARC)	This will likely involve providing shuttle services to allow first responders and DSWs to return to Base Camps if they don't have accommodations near their incident work site. To the extent possible separate pickup and drop off points for survivors and, first responders and DSWs.
2C-2. Coordinate opening and operating additional feasible ferry routes as advised by EF 1 Transportation in response to Cal OES direction	**34**	Continue to coordinate with the SOC and MTC to develop situational awareness of passenger vessel resource requirements movement of survivors in communities affected by the incident and return of people displaced from their homes. Prioritize service to the most affected communities based on life-safety considerations	WETA EOC	Cal OES, MTC, Operational Areas	Movement of survivors and return of displaced populations must be evaluated in terms of the safely embarking passengers at a terminal **and** also the ability to disembark passengers at a terminal that provides connection to further-on transportation and/or life sustaining support. To the extent possible use separate pickup and drop off points for survivors, and for first responders and DSWs.
2C-3. Continue to support JIC/JIS operations to provide information on ferry routes and schedules	**35**	Provide information on the status, and routes and schedules of emergency water transportation operations to the support the JIC/JISs at the State SOC and MTC	WETA EOC PIO	SOC, MTC JIC	Using guidance in the RTEMP, MTC will establish a regional transportation JIC/JIS. MTC will coordinate developing situational awareness of regional transportation system status, delivering information on transportation system status via 511 and providing a region Situation Status Report to the SOC
2C-4. Continue to contract and/or use mutual aid to acquire and provide additional vessels and crews available in the region and determine the feasibility of contracting additional vessels and crews from out of the region (out of region ferry vessel resources are limited in their availability and compatibility with terminals in the Bay Area)	**36**	Determine if available routes and ferry terminals will support adding passenger vessels to support movement of first responders and DSWs and movement of survivors operations. Estimate the remaining durations of emergency water transportation operations. Based upon best estimates, determine if resources from outside the region 1) can be integrated into/compatible with current operations and 2) arrive in time to increase capacity.	WETA, SOC	Cal OES, MTC, Operational Areas, deploying and receiving organizations such as American Red Cross (ARC)	Vessel configuration, compatibility and ability to operate on existing routes and moor at terminals must be closely analyzed before contracting out of region vessels.

Phase 3a: (Short-term Recovery)

COA	Line #	Operation	Responsibility	Coordination	Details and Notes
3A-1. Continue to operate available vessels on feasible routes to provide movement of first responders and DSWs	**37**	Continue to coordinate with the SOC and MTC to develop situational awareness of passenger vessel resource requirements to return or deploy first responders and DSWs to communities affected by the incident. Prioritize service to the most affected communities based on life-safety considerations.	WETA EOC	Cal OES, MTC, Operational Areas	During the Recovery Phase, demand for emergency water transportation resources may exceed availability of vessels, crews and the capacity of terminals
	38	As directed by the SOC or requested through mutual aid agreements, provide ferry vessels to conduct emergency water transportation of first responders and DSWs to support response operations	WETA, Contract Operator Fleet	Cal OES, MTC, Operational Areas, non-government agencies i.e. American Red Cross (ARC)	This may involve shuttle services to allow first responders and DSWs to return to Base Camps until Base Camps open near incident work sites
3A-2. Provide ferry service to increase mobility to populations for normal transportation activities including commerce	**39**	Coordinate with other transportation agencies and communities to implement and manage ferry operations to reconstitute regional transportation networks	WETA, Contract Operator Fleet	Cal OES, MTC, Operational Areas	Since restoration of surface transportation systems may require months or years, water transportation will be critical to regional mobility and economic recovery. WETA's role as a transit provider will be vital for regional commerce and financial vitality.
3A-3. Continue to support JIC/JIS operations to provide information on ferry routes and schedules	**40**	Provide information on the status, routes and schedules of emergency water transportation operations to support the JIC/JIS at the State SOC and MTC. Provide reconstituted passenger movement routes and schedules to the public	WETA EOC PIO	SOC, MTC JIC/511	Using guidance in the RTEMP, MTC will establish a regional transportation JIC/JIS. MTC will coordinate developing situational awareness of regional transportation system status, delivering information on transportation system status via 511 and providing a regional Situation Status Report to the SOC
3A-4. Continue to contract and deploy additional vessels and crews from in and out of the region	**41**	Continue to contract and deploy additional passenger vessels from in and out of the region once available routes and ferry terminals are identified. Continue movement of first responders and DSWs, and support reconstitution of regional transportation capacity.	WETA	Cal OES, MTC, Operational Areas, deploying and receiving organizations such as American Red Cross (ARC)	If recovery operations and reconstitution of regional transportations capacity requires long term use of temporary ferry terminals and out of region passenger vessels, capital improvements and additions should be considered. Limited ferry vessels and crews may be available from outside the Bay Area region

D. Potential Ferry Terminal Facilities

The following appendix lists current ferry docking facilities; current, permanent non-ferry docking facilities; and possible temporary docking facilities. Note: All ferries cannot load passengers at all docking facilities.

Table D.1: Existing Ferry Terminals and Facilities

Docking Location	Owner	Ferry Docking Facility	Parking	Notes	Berthing Capability
Alameda/ Harbor Bay	WETA	X			**2**
Alameda/Main Street	WETA	X	X	Single sided float	**1**
Berkeley	Hornblower	X	X	Shallow/ not compatible for WETA ferry passenger loading	**3**
Larkspur/Larkspur Landing Terminal	GGBHTD	X	X	Dredged channel /not compatible for WETA ferry passenger loading	**4**
Mare Island	WETA	X		Mooring and fuel	**4**
Oakland (Jack London Square) / Ferry Terminal	WETA	X	X		**2**
San Francisco/AT&T Ball Park	Port of San Francisco	X		Seasonal, operational April-November	**2**
San Francisco/Ferry Building Gates C & D	GGBHTD	X		Not compatible with WETA ferry passenger loading	**2**
San Francisco/Ferry Building Gates B & E	Port of San Francisco	X			**4**
San Francisco/Pier 3	Hornblower	X	X		**3**
San Francisco/Pier 9 mooring facility	WETA	X		Mooring, emergency docking facility	**2**
San Francisco Pier 33	Alcatraz Cruises	X			**2**
San Francisco Pier 41		X	X		**2** **4**

Docking Location	Owner	Ferry Docking Facility	Parking	Notes	Berthing Capability
Sausalito/Sausalito Ferry Terminal	Blue & Gold/ GGBHTD	X			**2**
Tiburon/Tiburon Ferry Terminal	Blue & Gold	X			**1**
Vallejo Ferry Terminal	WETA	X	X		**2**

Ports

The following is a list of San Francisco Bay Area Port Facilities. Port facilities may be developed rapidly for ferry vessel transportation of first responders. Transportation of DSWs and passengers will likely require building a temporary ferry terminal.

Port of Benicia	Port of Redwood City
MOTCO Concord	Port of Richmond
Port of Oakland	Port of San Francisco

Marinas/Harbors

Below is a list of 'small boat' marinas and harbors in the San Francisco Bay Area. Small boat facilities are generally not accessible or recommended for large ferry vessels. They are best suited for small, private passenger vessels.

Alameda Seaplane Lagoon	Redwood City
Alameda (Marina Square)	Richmond/Pt. Richmond Terminal (Santa Fe Slip)
Antioch	Richmond/Marina Bay (public marina)
Benicia/Benicia Marina (Foot of Second)	Rodeo/Rodeo Marina, Foot of Pacific Avenue
Berkeley Marina	San Francisco/Municipal Marina
Brisbane	San Francisco/South Beach
Cavallo Cove	San Leandro/San Leandro Marina
Discovery Bay	Sausalito/Army Corps Pier @ Bay Model
Emeryville	San Francisco Pier 1
Gashouse Cove	San Francisco/Pier 39
Martinez/Martinez Marina	San Francisco/Pier 40
Pittsburg/Marina at west end of Pittsburg	Treasure Island
Pittsburg/Pittsburg Boat Marina (N.Y. Slough)	

E. Bay Area Region Passenger Ferry Vessels

Table E.1 contains information of passenger vessels located in the Bay Area and provides data on potential resources that may be contracted to support emergency water transportation operations. This information is subject to change as vessels are added or deleted from operator fleets. Vessels may also be unavailable due to scheduled maintenance or inoperability. The composition of inspected small passenger vessel assets consist of 49 vessels ranging in passenger capacities of 98-1,700 for a total of 19,391; from two Public Ferry Agencies and five Private Operators.

Table E.1: Vessel Inventory as of December 2015

Owner	Operator				Contact Information	
Water Emergency Transportation Authority Pier 9, Suite 111 The Embarcadero San Francisco, CA 94111	Blue & Gold Fleet Pier 41 San Francisco, CA 94133				B&G Fleet	
Vessels	**Pax**	**Speed**	**Length**	**Beam**	**Draft**	**Freeboard**
Bay Breeze	250	24	97	29.3	3.9	84”
Encinal	395	25	90	31.50	9.0	70”
Gemini	149	26	112	28	6.3	90”
Intintoli *	349	34	126	37.7	4.9	114”
Mare Island*	330	34	126	37.7	4.9	114”
Peralta	331	27	115	32.75	7.3	70”
Pisces	149	26	112	28	6.3	90”
Scorpio	199	27	112	28	6.3	90”
Solano*	320	34	126	37.7	4.9	111”

Taurus	199	27	112	28	6.3	90”
Vallejo*	267	33	94	28.5	5.5	68”
*Vessels are moored in Vallejo at the Mare Island Facility. The remaining vessels are moored at one of three SF locations: Pier 9, 39, or 41.						
Owner	**Operator**				**Contact Information**	
Golden Gate Bridge, Highway & Transportation District 101 East Sir Francis Drake Blvd. Larkspur, CA 94939-1899 www.goldengateferry.org All Vessels are moored at the Larkspur Facility	Golden Gate Bridge, Highway & Transportation District				Golden Gate Ferry	
Vessels	**Pax**	**Speed**	**Length**	**Beam**	**Draft**	**Freeboard**
Marin	750	20.5	169	34.25	6’	5’
Sonoma	630	20.5	169	34.25	6’	5’
San Francisco	630	20.5	169	34.25	6’	5’
Del Norte	400	36	139	38	4.9’	8’
Mendocino	450	38	141.4	34	4.8’	5.6’

Napa	450	36	139	38	4.9’	8’
Golden Gate	450	36	139	38	4.9’	8’

Owner	Operator				Contact Information	
Blue & Gold Fleet Pier 41 San Francisco, CA 94133 The Blue & Gold vessels are moored at one of three SF locations: Pier 9, 39, or 41	Blue & Gold Fleet				Blue & Gold Fleet	
Vessels	**Pax**	**Speed**	**Length**	**Beam**	**Draft**	**Freeboard**
Bay Monarch	649	16	127’4”	34’6	7’	58”
Golden Bear	297	12	87’	26’	6’6”	48”
Harbor Emperor	499	12	83’	33’4”	7’9”	53”
Old Blue	297	12	87’	26’	6’6”	48”
Oski	297	12	87	26’	6’6”	48”
Royal Star	649	12	105’4”	30’	7’	53”
Zelinsky	399	26	93’6”	31’6”	7’	70”
Bay Rocket	123	42	70’	21.8’	6’6”	72”

Owner	Operator				Contact Information	
Alcatraz Cruises Pier 33, The Embarcadero San Francisco CA These vessels are moored at Pier 3 or Pier 33	Alcatraz Cruises				Alcatraz Cruises	
Vessels	**Pax**	**Speed**	**Length**	**Beam**	**Draft**	**Freeboard**
Alcatraz Clipper	693	12	127	34	6	58”
Alcatraz Flyer	700	1212	12895	34	6	72”
Islander	500	10	103	30	6	72”54”
Ranger	500			28	6	

Owner	Operator	Contact Information
Hornblower Yachts, Inc. The Ferry Boat Santa Rosa Pier 3, The Embarcadero San Francisco, CA 94111 Vessels moored at Pier 3 or Pier 33	Hornblower Yachts, Inc.	Hornblower Yachts, Inc.

Vessels	Pax	Speed	Length	Beam	Draft	Freeboard
California Hornblower	750	10-12	183	40.5	7.7	58”
Empress Hornblower	250	8-10	90	32	5.5	46”
Sunset Hornblower	140	10-12	110	32	6	46”
San Francisco Spirit	550	10	150	40	7.0	5.0
Pacific Hornblower	149	8-10	105	32	7.0	47”
San Francisco Belle	1700	8-10	292	74	7.6	58”

Owner	Operator	Contact Information
Golden Gate Scenic Steamship Corporation c/o Red &White Fleet The Cannery 2801 Leavenworth, 3rd Floor San Francisco, CA 94133 Vessels moored at Pier 43 1/2	Red and White Fleet Pier 43 ½ Fisherman's Wharf San Francisco, CA 94133	Red and White Fleet

Vessels	Pax	Speed	Length	Beam	Draft	Freeboard
Harbor Princess	359	12	90	30	6	45"
Harbor Queen	359	12	90	30	6	45"
Royal Prince	432	12	100	32	6	45"
Zalophus	600	12	140	30	7	45"

Owner	Operator	Contact Information
Angel Island – Tiburon Ferry Company Maggie McDonogh PO Box 1231 Tiburon, CA 94920 Vessels moored in Tiburon	Angel Island – Tiburon Ferry Company	Angel Island – Tiburon Ferry Co.

Vessels	Pax	Speed	Length	Beam	Draft	Freeboard
Angel Island	400	8	65.5	30	2.5	3
Bonita	98	8	60	13	3.0	3
Tamalpais	103	10	59	13	3.0	3

Owner	Operator				Contact Information	
Commodore Cruises & Events 2394 Mariner Square Drive Alameda, CA 94501 Vessels moored at Alameda	Commodore Cruises & Events				Commodore Cruises & Events	
Vessels	**Pax**	**Speed**	**Length**	**Beam**	**Draft**	**Freeboard**
Fume Blanc Commodore	340	8-10	76	-	-	-
Cabernet Sauvignon	350	8-10	124	-	-	-
Chardonnay Commodore	130	8-10	91	-	-	-
Merlot	130	8-10	91			
Pinot Noir	130	8-10	90			
Zinfandel	120	8-10	65			

F. Guidance Documents:

The following documents were used to provide guidance for updating The Plan and for its use during incidents. This list is not all-inclusive and is subject to change based upon revision of the listed documents.

- Cal EMA (California Emergency Management Agency), 2011. California Emergency Services Act, January
- Cal EMA (California Emergency Management Agency), 1999a. Emergency Planning Guide, January
- Cal EMA (California Emergency Management Agency), 1999b. SEMS Guidance for Special Districts, July
- Cal EMA (California Emergency Management Agency), 2006. SEMS Emergency Guidance – Parts I and II, September
- Cal EMA (California Emergency Management Agency), 2009. Foundation for the Standardized Emergency Management System, July
- Cal EMA (California Emergency Management Agency), 2011. Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan
- Cal OES (California Office of Emergency Services), 2006. San Francisco Bay Area Regional Emergency Coordination Plan, Transportation Subsidiary Plan
- Cal OES (California Emergency Management Agency)/FEMA (Federal Emergency Management Agency) Region IX, 2016. San Francisco Bay Area Earthquake Plan
- DHS (U.S. Department of Homeland Security), 2008. National Incident Management System, December
- FEMA (Federal Emergency Management Agency), 2007. Incident Management Handbook, October 1, 2007
- FEMA (Federal Emergency Management Agency), 2009. Incident Command System Forms Manual
- FEMA (Federal Emergency Management Agency), 2010. Development and Maintaining Emergency Operations Plans – Comprehensive Preparedness Guide 101, Version 2.0, November
- MTC (Metropolitan Transportation Commission), 2007. San Francisco Bay Area Regional Transportation Emergency Management Plan/TRP (RTEMP)
- NFPA (National Fire Protection Administration), 2007. NFPA 1600: Standard on Disaster/ Emergency Management and Business Continuity Programs
- USCG (United States Coast Guard). San Francisco Vessel Mutual Assistance Plan

Bay Area Water Emergency Transportation Authority

Revise WETA's Emergency Plans: End of Project Report

To: Lauren Gularte

From: Lee Rosenberg

1. Project Goals:

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) established the goals of developing and implementing a long range emergency preparedness improvement program (Improvement Program) to address staff incident response readiness and preparedness guidance document effectiveness. The Improvement Program which was initiated in spring 2015 focused on the objective of enabling WETA's incident response organization to deliver attainable, consistent and repeatable emergency response processes. The specific objectives of the Improvement Program were:

- Develop and implement a preparedness improvement roadmap that included analysis of current preparedness documentation and, assessment of incident response and recovery process and capabilities
- Revise the WETA Emergency Water Transportation System Management Plan (EWTSMP) and Emergency Operations Plan (EOP)
- Conduct stakeholder outreach to validate and familiarize partner agencies with the new guidance documents
- Approve and adopt the new plans for WETA staff use

The Improvement Program was developed to reflect WETA's staff composition, other current regional emergency planning efforts such as revision of the Bay Area Catastrophic Earthquake Plan and WETA's role as both an emergency response authority and a transit service provider.

2. Initiating Process; Gap Analysis and Recommendations:

WETA contracted Navigating Preparedness Associates (consultant) to support a gap analysis review of the EWTSMP and the EOP. The consultant also reviewed the WETA emergency preparedness training program. The outcomes of the review were recommendations to reduce risks and improve WETA's preparedness for emergency response, and meet its updated roles and responsibilities. The gap analysis process identified missing or ineffective processes, or capabilities that could be established to more effectively respond to incidents and minimize operational risks.

WETA and the consultant conducted interviews with the following stakeholders to support this plan review process:

- United States Coast Guard (USCG) Sector San Francisco Bay
- Metropolitan Transportation Commission (MTC)
- Blue and Gold Fleet (WETA's contracted vessel operator)
- California Office of Emergency Services (OES) Coastal Region
- City and County of San Francisco (CCSF) Department of Emergency Management (DEM)

Notes from the interviews and from a USCG Sector San Francisco Bay meeting to address Ferry Operations and Floating Piers/Docks for Emergency Evacuation were provided separately.

Based upon interviews and analysis of WETA's current preparedness processes, the following actions were designated for the next step of the Improvement Program.

Top Recommended Actions to Reduce Emergency Preparedness Program Associated Risks

1. Explore mechanisms for obtaining a funding stream for water transit response to emergencies or regional transportation incidents. Engage staff from California OES, MTC and other agencies to analyze alternatives to create a feasible process to support emergency operations

2. Revise the EWTSMP to create an actionable document that reflects WETA's roles and provides detailed response processes to a catastrophic incident. The new document should reflect the expected response organization that will reside in the Joint State/ Federal Emergency Function – 1/Emergency Support Function 1, Transportation at the Joint Field Office. Collaborate with OES, MTC and other regional stakeholders to collaboratively update plans to provide consistent guidance. Coordinate with OES and other regional agencies to review and align the Bay Area transportation agency information sharing and transportation emergency response coordination structure. Make the updated plan actionable by including a time phased emergency response checklist.

3. Update the WETA EOP. The current EOP was written in 2009 and no longer reflects WETA's organization. The EOP should be more actionable and user friendly consisting of checklists, sample Action Plans and templates. It should be more concise and not duplicate material in the EWTSMP.

3. Plan Revision Process:

WETA staff with support from the consultant updated both the EWTSMP and the EOP. The EWTSMP was renamed the Emergency Response Plan (ERP). The process to update the plans included constructing an expanded outline and table of contents, reviewing this skeleton document and once accepted, drafting

the revised plans. WETA staff refined the draft ERP and EOP through an iterative process of continual review and subsequent revision. A number of draft plans were created resulting in an interim draft final ERP prepared for stakeholder review. After stakeholder review, the draft final ERP was created.

The draft final ERP is an external document and consists of:

- Introductory material
- The Basic Plan
  - Section 1: Provides the purpose, objectives, scope, organization, and assumptions of The Plan.
  - Section 2: Describes the roles, responsibilities, and authorities of Federal, State, regional, county, local government agencies, and the private sector. These entities may provide guidance and direction of resources during an incident that requires emergency water transportation operations in support of moving first responders and survivors. For purposes of this Plan, emergency water transportation is defined as the movement of first responders, disaster service workers (DSW), and survivors using passenger vessels.
  - Section 3: Describes the Concept of Operations that details processes for providing access through a coordinated emergency transportation strategy (including emergency water transportation operations) to enable incident response and recovery.
  - Section 4: Describes communications systems, information exchange processes, and staff notification procedures.
  - Section 5: Describes how the Plan will be maintained, updated, and exercised.

- Appendices
  - Appendix A: Contains a glossary of acronyms, abbreviations, and key terms.
  - Appendix B: Provides the Emergency Operations Plan (EOP) and Emergency Operations Center (EOC) Standard Operating Procedures.
  - Appendix C: Provides a Response Timeline. The Response Timeline identifies specific tasks to accomplish during incident response and recovery phases.
  - Appendix D: Lists potential emergency ferry terminal sites.
  - Appendix E: Lists Bay Area regional passenger vessel operators.
  - Appendix F: Lists guidance documents used to prepare The Plan and useful as references for training and incident operations.

The EOP is designed to assist WETA and Contract Operator staff members who have key roles and responsibilities for responding during emergencies. Emergency management organization staff that support emergency response, report to the EOC, or assigned to field response duties, should use the EOP to guide their actions in completing assigned tasks. The EOP is an internal, confidential document that is an appendix to the ERP, but that is maintained separately. It consists of:

- EOC Activation Guide

- Introductory material
- EOP - The EOP provides an overview of WETA's organization, policies, and approach to all phases of emergency preparedness. It is the foundation document for WETA's emergency management program. The EOP identifies the functions and responsibilities for the emergency response organization and EOC staff, and provides guidance for plan maintenance. It describes internal processes that address emergency response and coordination. The intent of the EOP is to provide supporting documentation to emergency response staff that is detailed enough for effective response yet is flexible enough to be used in any emergency response including one that requires emergency water transportation operations to support movement of first responders or evacuation of affected populations. The WETA ERP provides guidance for multi-agency coordination of emergency water transportation operations that may be required after a catastrophic event.
- Appendices - The EOP appendices include forms, checklists, and other supplemental information to be used in preparation for, and during, an emergency. Appendices also include supporting information that may frequently change, such as personnel rosters and contact lists.

4. Training and Exercises:

During the project, WETA staff participated in training and exercise events that served to provide input into the ERP and EOP revision process. The consultant supported these efforts as part of the project. Training and exercises included:

- Basic EOC activation and operations training
- Incident Command System (ICS) and Standardizes Emergency Management System (SEMS) review
- Participation in Exercise Urban Shield 2015. For the exercise, WETA activated the EOC and conducted a functional exercise involving terrorist activity on a ferry vessel and provision of mutual aid. Additionally, WETA dispatched a liaison to the California Office of Emergency Services (Cal OES), Regional Emergency Operations Center (REOC) to evaluate coordination with other agencies

5. Stakeholder Outreach and Plan Validation:

The ERP validation process was extensive. WETA staff followed up on the initial outreach process by reengaging stakeholders to review the revised ERP. Specific outreach methods included:

- An initial review of the draft ERP by the WETA Board Chair and one other Board member with special knowledge of first responder activities and emergency response. Additionally, WETA participated in a follow on meeting to address Board member comments and recommendations.

- A formal ERP validation workshop was held with key stakeholders integrally involved in the provision of emergency water transportation operations. Prior to the workshop, WETA provided

copies of the draft ERP for review and submission of advance written comments. Participants provided numerous comments as well as attended the workshop. The workshop consisted of a review of the ERP followed by a scenario based analysis of its processes and procedures.

Participants included:

- US Coast Guard, Sector San Francisco
- FEMA Region IX
- Cal OES
- California Highway Patrol
- The Bay Area Urban Area Security Initiative
- Blue and Gold Fleet
- Golden Gate Ferry
- Ports of San Francisco and Oakland
- Masters Mates and Pilots Union
- Inland Boatman's Union
- 2 of the 4 Operational Areas with ferry terminals - San Francisco and Solano

- A separate meeting with the CalOES Chief Deputy Director, Coastal Region Administrator and other staff was held to review CalOES's comments on the plan and discuss WETA's potential needs in an emergency.

- Finally, an ERP education meeting for additional partner agencies was also held. This session consisted of participants from:
  - Fire service and law enforcement agencies from Vallejo and South San Francisco
  - The California Energy Commission
  - Bay Area transit agencies

6. Summary of the Written Comments

WETA staff released the draft ERP for comment on January 4, 2016 to a group of 19 different key stakeholder organizations. Written comments were received from 8 agencies. Additional comments were gathered at the Plan Validation meeting. Key Stakeholder comments focused on the following key areas. Non-substantial comments, text edits, and textual/factual clarifications are not included in the following list:

- Concern about credentialing for WETA/ Contract Operator and other vessel crews and maintenance staff to allow access to ferry terminals when law enforcement closely controls access to terminals. WETA needs to define that ferry crews are considered Disaster Service Workers and address the credentialing issue in the plan. This issue was not resolved, and is discussed in the next section regarding Follow up Actions and Continuous Improvement.

- Clarification on roles and responsibilities of other agencies and narrowly tailoring these roles to WETA's ERP
- Areas that could clarify/emphasize that the WETA ERP only addresses the catastrophic scenario
- Alignment with the 2007 Bay Area Regional Emergency Coordination Plan (RECP). The Bay Area UASI developed the RECP to support the REOC. The RECP includes the concept of the Regional Coordination Group to address resource prioritization and serve as a conduit from the Operational Areas to the REOC. Because the ERP was developed to be specific to a catastrophic incident, it is closely aligned with the 2016 State/FEMA Bay Area Catastrophic Earthquake Plan which does not cite a Regional Coordination Group. WETA will make resource requests and take direction for response operations from the SOC/JFO through EF/ESF 1, Transportation. During the Plan Validation meeting Cal OES and UASI agreed it might be valuable to add a reference in the Plan that "all disasters are local" which was completed.
- Establishing communications with USCG Sector San Francisco Maritime Transportation System Recovery Unit. Reconstituting the maritime transportation system following disruption is vital to supporting survivors and hastening economic recovery. The ERP Courses of Action was revised to include this important process.
- Responsibility for terminal inspections after an earthquake. This comment was gathered at the plan validation meeting and the group agreed that the responsibility for conducting inspections at terminals other than the floats and brows was that of the facility owner. However, waterside inspections by vessel crews may be the first feasible way to assess terminals.

All written comments received from stakeholders along with WETA staff resolution were collated into a matrix which is included as **Attachment A**. Each comment received was addressed although not all resulted in revisions to the ERP.

7. Follow on Actions and Continuous Improvement:

During the ERP development and review process, WETA and stakeholders discovered that some issues could not be fully resolved. Rather than delay promulgating a new and more effective ERP, WETA staff set these issues aside for additional consultation with stakeholders, resolution of policy and further research. Key issues that require follow up and additional efforts include:

- Credentialing for WETA/Contract Operator and other vessel crews, and maintenance staff to allow access to ferry terminals when law enforcement closely controls access to terminals. Use of existing TWIC credentials and briefing law enforcement staff of the validity of this TSA issued identification may be the best currently available resolution. However the State faces an overarching concern that the definition of Disaster Service Worker (DSW) is not inclusive enough to support access for critical staff during a catastrophic response. California Code provides a definition of DSW but it does not include many responders such as utility staff, private transportation staff or private medical/EMS staff. During the separate meeting with Cal OES

noted above, it was acknowledged that this is a long-standing issue. However, it is understood that WETA will participate in EF #1 Transportation, and that through this participation WETA would require ferry workers to be included on a list transmitted to CHP and local law enforcement in order to allow ferry workers to bypass any roadblocks and gain access to ferry terminals. WETA staff will continue to address this issue with Cal OES through discussions, training, and preparedness activities and will revise the plan should there be any resolution to this issue.

- Discussions during stakeholder meetings included the topic of rapidly reconstituting a bay area transportation system after a catastrophic event. Emergency water operations cannot replace surface commuter and commerce conveyance. Over the course of the outreach process, opportunities to partner with key stakeholders on preparedness planning such as establishing temporary ferry terminals were discussed. WETA staff will further explore these opportunities through meetings and exercises and will revise the agency's plans accordingly.

At this point, the ERP is in a draft final form and ready to present to the WETA Board. While the new ERP does not resolve all potential issues with supporting emergency water transportation operations, it delivers an improved guidance document that is more user friendly and actionable than the previous EWTSMP. It is current with and aligned with the most recent draft of the Cal OES and FEMA Bay Area Earthquake Plan. Additionally, when the 2009 State Emergency Plan revision is completed, further review of the ERP is recommended.

The EOP requires several recently provided additions and changes, a thorough technical edit and final review by WETA staff. The EOP will be complete by March 2, 2016.

8. Point of Contact

For concerns or questions regarding this report, please contact:
Lee Rosenberg, (925) 381-0583 or lee.rosenberg@navigatingpreparedness.com

End of Project Report Attachment A

Consolidated Written Comments on
WETA's 2016 Draft Emergency Response Plan
January-February 2016

Organization	Comment #	Page #	Comment	Recommendation	Resolution
Masters, Mates & Pilots (MMP)	1	xi, first paragraph	Are ferry crews included in the definition of first responders or Disaster Service Workers (DSW) or first responders? The plan does not define who first responders or DSWs are only has explanation of the acronym in the Appendix. Are ferry crews (includes shipboard crews and engineering crews needed for fueling) defined as DWS in other regional or state plans? This clarification is important to address credentialing issues and who law enforcement will grant access to bridges, roads and terminals.	Specify who is a DSW within WETA's operating system (i.e. ferry crews, employees of B&G working as engineers or assisting with crowd control.	GOVERNMENT CODE SECTION 3100-3109 3100. All public employees are hereby declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.3101. For the purpose of this chapter the term "disaster service worker" includes all public employees and all volunteers in any disaster council or emergency organization accredited by the Office of Emergency Services. Conversations with Cal OES revealed it is not clear that WETA can designate employees of a private company as disaster service workers. WETA will continue to pursue this issue as a follow up item for clarification in a future revision to our plan.
MMP	2	28, 3.7.3, paragraph #4	This section does not state specify the importance of transporting ferry crews quickly in the first phases of response. If they are not included in definition of DSWs in xi as commented above, a statement must be included here.	Confirm in xi that ferry crews are included in definition of DSWs in xi as commented above. If they are not in the current definition, a statement reflecting importance of ferry crew transport as first priority is needed. Nobody moves anywhere until ferry crews are transported to terminals and board vessels.	WETA will work to address the terminal access issue for ferry crews through participation in EF#1 in order that ferry crews are placed on a special list to be distributed to CHP/local law to allow through roadblocks
MMP	3	3.4, bullet #1	There is only reference to credentialing by law enforcement agencies but no mention of operator's role in providing lists of crews that have been cleared and trained for emergency response.	Include reference to how contract operator can assist law enforcement in credentialing process. Crews have identification badges administered by contract operator and law enforcement should be encouraged to honor those badges.	Change sentence as follows: "Credentialing and access assistance from law enforcement agencies using identification badges and resources in place by WETA's contract operator."
MMP	4	page 24, 3.4, bullet #4.	The security & crowd control at terminal role limited to law enforcement and public agencies. Contractor Operator has experienced customer service representatives (MM&P members) who know how to work ferry terminals and have been used in the past for emergencies to assist with paxs cueing (i.e. BART strike additional service).	Include role of contractor operator in working with law enforcement agencies to provide additional resources for crowd control at terminals.	Add sentence at end of bullet as follows: "WETA will seek the resources of the operator's customer service staff to assist with crowd control at the ferry terminals."
MMP	5	31, VEOCI section	"uestion: Can the VEOCI be used by WETA & the operator to manage the deployment of crew in conjunction with the contractor operator"	Recommendation for consultant and staff to consider this question and report back.	WETA has already discussed this possibility with its Contracted Operator. Discussions and coordination will continue once VEOCI has been implemented.
MMP (After Plan Validation Meeting)			It appears that WETA does have the ability to designate ferry crews as disaster service workers even though OES, regional or local agencies don't have the designation.	Following up on the official comments submitted on behalf of the MM&P, we request that the revised Plan specify that ferry crews are DSWs so we don't have to keep assuming this.	Conversations with Cal OES revealed it is not clear that WETA can designate employees of a private company as disaster service workers. WETA will continue to pursue this issue as a follow up item for clarification in a future revision to our plan
Federal Emergency Management Agency (FEMA)	1	3	The plan says "WETA will coordinate emergency water transportation for large capacity ferry vessels, generally over 149 passengers, under direction of the USCG, who has the legal authority and ability to monitor and/or control vessel traffic." - This creates an impression that USCG controls ferry vessel traffic operationally, which is not accurate and not relevant to the WETA mission or the intent of Government Code Section 66540. The paragraph should align with the language in the code and the action should be focused on WETA, not USCG. Secondly, the reference to "large capacity" is not necessary. By comparison, WA State ferries carry over 1-2,000 people so the reference to "large capacity" in the context of moving people in a disaster could be misleading. Most of the WETA ferries could be considered small by industry standards.	Change to "WETA will plan, manage, operate, and coordinate emergency water transportation for ferry vessels."	Changed text to: "WETA will plan, manage, operate, and coordinate emergency water transportation for ferry vessels, generally over 149 passengers, as regulated by the USCG, who has the legal authority and ability to monitor and/or control vessel traffic."

Organization	Comment #	Page #	Comment	Recommendation	Resolution
FEMA	2	6	It says "FEMA immediately activates its nationwide logistics system including standby mass transportation contracts to mobilize resources required for the response. These contracts include passenger buses, aircraft, fuel and logistics support". The FEMA contracts include technical assistance to mass transportation. It does not include passenger buses or aircraft. In any case, aircraft are not relevant to the plan.	Delete the paragraph as not relevant to the operation being planned or replace with "FEMA provides evacuation planning technical assistance and logistics support to operations including fuel"	Changed text to: "Upon notification that a catastrophic disaster has occurred, FEMA provides evacuation planning technical assistance and logistics support to operations including fuel."
FEMA	3	7	It says "The DOT Maritime Administration (MARAD) operates 12 Ready Reserve Force (RRF) ships in the Bay Area that may be available for use in a disaster. These ships provide roll-on/roll-off capabilities suitable for large vehicles. The RRF ships have activation times of five or ten days...." - Most of the MARAD section is not relevant for the WETA Plan because they are not asking MARAD to move people. The relevant capability is fuel. Also, there is no official activation time for the MARAD ships for emergency response. The activation time for all of the ships for DoD transportation is 5 days (called ROS 5). While there is no official estimate, the activation of a single ship for emergency transportation would likely be less than 5 days. The activation time for an emergency fuel operation has not been established but it would not be 5-10 days. Still, it is not relevant for a WETA plan or at least, the relevance has not been made clear. Also, the word "directed" should be replaced with "mission assigned by FEMA through ESF-1" As written it implies that WETA could direct MARAD to supply fuel.	Change the entire section to "The Maritime Administration (MARAD) is an agency within the U.S. Department of Transportation that deals with waterborne transportation. MARAD operates 12 Ready Reserve Force (RRF) ships in the Bay Area. These ships are kept in a reduced operating status and could provide support to emergency operations. MARAD ships may be mission assigned by FEMA through ESF-1 to provide fuel to ferry vessels. WETA will need to provide fueling hoses and couplings for refueling ferry vessels from MARAD vessels. Coordination for the use of MARAD ships takes place through ESF 1 and FEMA with DoD concurrence".	Changed text to: "The Maritime Administration (MARAD) is an agency within the U.S. Department of Transportation that deals with waterborne transportation. MARAD operates 12 Ready Reserve Force (RRF) ships in the Bay Area. These ships are kept in a reduced operating status and could provide support to emergency operations. MARAD ships may be mission assigned by FEMA through ESF-1 to provide fuel to ferry vessels. WETA will need to provide fueling hoses and couplings for refueling ferry vessels from MARAD vessels. Coordination for the use of MARAD ships takes place through ESF 1 and FEMA with DoD concurrence".
FEMA	4	6	The plan says "Federal support for movement of survivors operations is coordinated by ESF #1, Transportation, employing staff from the U.S. Department of Transportation (DOT) and other agencies" While DOT provides transportation resources, it is ESF 6 (FEMA) that supports "affected and host jurisdiction mass evacuation activities" (consistent with the ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services Annex, May 2013). FEMA is the more relevant agency for overall support to an evacuation operation and can mission assign other agencies as appropriate.	Replace with "Federal support for movement of survivors is coordinated by ESF 6 (FEMA). ESF 6 provides resources, subject matter expertise, and coordination with other FEMA components and ESF 6 partners, including ESF 1 (Transportation) to support mass evacuation activities."	Changed text to: "Federal support for movement of survivors is coordinated by ESF 6 (FEMA). ESF 6 provides resources, subject matter expertise, and coordination with other FEMA components and ESF 6 partners, including ESF 1 (Transportation) to support mass evacuation activities."
FEMA	5	8	Section 2.1.5 DoD: The section contains several elements that are not precise, not accurate or not relevant: • "DoD has the mission to provide direct support to civil authorities" - the term "direct support" is not specific to DSCA. The support is "immediate support" or support to civil authorities (coordinated by FEMA). • a broad range of capabilities - this implies that DoD has capabilities that are relevant to WETA's mission. That has not been clearly demonstrated. • "Resource requests to DoD are made by the SOC through the Defense Coordinating Officer" – FEMA, not the SOC, coordinates all requests for DoD support through the DCO and only to fill requirements that cannot be filled by private sector or ESF support. • The capabilities (ships, berthing, control of shipping, cargo handling and movement) have not been identified in any planning as relevant to the WETA mission or operation to move survivors.	Recommend delete the entire section.	Deleted
FEMA	6	23	The plan says the end state for 2c is "WETA manages the waterborne component of a service plan of operations determined by the SOC, capable of providing support for initiation of activities to reconstitute regional transportation networks" the wording is awkward and hard to understand. The terms should be more operational and borrow from the CA Government Code while still recognizing that WETA is supporting a larger plan for movement.	Change to "Acting in support of a broader emergency transportation plan developed by Cal OES, WETA plans, manages, operates, and coordinates the activities of public transportation ferries and related facilities to move survivors, responders and disaster workers within the Bay Area."	Changed text to: "Acting in support of a broader emergency transportation plan developed by Cal OES, WETA plans, manages, operates, and coordinates the activities of public transportation ferries and related facilities to move survivors, responders and disaster workers within the Bay Area."
FEMA	7	24	The plan says "Early assistance from Cal OES and/or FEMA or DOT (MARAD) for obtaining fuel to sustain emergency water transportation operations." It would be helpful to describe the type of fuel.	Change to "Early assistance from Cal OES and/or FEMA or DOT (MARAD) for obtaining Number 2 diesel fuel to sustain emergency water transportation operations."	Changed text to: "Early assistance from Cal OES and/or FEMA or DOT (MARAD) for obtaining Number 2 diesel fuel to sustain emergency water transportation operations."

Organization	Comment #	Page #	Comment	Recommendation	Resolution
FEMA	8	21	"Disaster Response and Recovery Phases" are not made clear. It says "While phases are meant to capture a picture of the regional water emergency transportation activities, localized activities are very likely to occur during varying time frames because of unique circumstances." It's not made clear how the phases progress or how they organize and define the response. A better (simple) introduction to the phased operation is needed.	Change to "Phases organize and help to define response and recovery operations. During Phase 1, prior to an incident, activities are focused on preparedness. During Phase 2 when a region-wide incident disrupts normal transportation systems, WETA will coordinate emergency water transportation operations to support movement of survivors and movement of first responders and DSWs into incident response areas of operation, as directed or prioritized by Cal OES. During Phase 3, increased emphasis is placed on recovery actions."	Changed test to: "Phases organize and help to define response and recovery operations. During Phase 1, prior to an incident, activities are focused on preparedness. During Phase 2 when a region-wide incident disrupts normal transportation systems, WETA will coordinate emergency water transportation operations to support movement of survivors and movement of first responders and DSWs into incident response areas of operation, as directed or prioritized by Cal OES. During Phase 3, increased emphasis is placed on recovery actions."
FEMA	9		Overall, it is a very good plan that defines WETA's mission and objectives in the context of a severe incident in the Bay Area.		No action.
Maritime Administration (MARAD)	1	xi	WETA coordinates emergency water transportation only for passengers	emergency water transportation	Left text as is. Added: "For purposes of this Plan, emergency water transportation is defined as the movement of first responders and disaster service workers (DSW), and survivors using passenger vessels."
MARAD	2	2, 1.2	ditto	emergency activities for all water transportation	See above
MARAD	3	3, 1.3	This seems to be a recurring point that should be clarified and standardized throughout the plan.	emergency water transportation	See above
MARAD	4	13, 2.3.1	MTC coordinates passenger transportation	basic transportation	Changed text to: "basic passenger transportation"
MARAD	5	14, 2.3.2	WETA provides only passenger ferry transit service	WETA provides ferry transit service	Changed text to: "WETA provides passenger ferry transit service"
MARAD	6	15, 2.4	county should be plural	includes the county	There is only one county in an operational area.
MARAD	7	18, 3	workplaces should be plural	their homes or workplace	Changed text to: "their homes or workplaces"
MARAD	8	22, 2A-6	Delete extra words	WETA owned ferry terminals and terminals	Changed text to: "WETA owned ferry terminals"
MARAD	9	A-2	Correct name	Water Emergency Transportation Agency	Changed test to: "Water Emergency Transportation Authority"
United State Coast Guard (USCG)	1	P. 07 (2.1.2)	USCG-Sec. SF - MTSRU section	• Activate the Maritime Transportation System Recovery Unit (MTSRU). The MTSRU is responsible for restoring the commercial capacity of a waterway following a MTS disruption. Following a natural disaster initiating a Stafford Act Declaration. The MTSRU works directly with ESF-1 to prioritize and facilitate waterway emergency response/recovery operations.	Mira's MTSRU activity in FEMA/CalOES Bay Area Earthquake Plan.
USCG	2	P. 22 (Phase 2a)	(0-24 hours)	Add-on	Establish Communications with USCG-Sector San Francisco's MTSRU.
USCG	3	p. 40, 4.5	Perhaps reorder sentence to	Accurate staff contact information and early selection of staff to be contacted are key to making staff notification processes effective.	For information only
United States Department of Transportation (USDOT)	USDOT-01	Page 6 (2.11 Last paragraph)	Ref: Post Katrina Emergency Management Reform Act (PKEMRA)and the National Response Framework (NRF) ESF Annexes	Federal support for movement of survivors operations is coordinated by ESF-6 Mass Care and Supporting Agencies.	Changed text to: "Federal support for movement of survivors is coordinated by ESF 6 (FEMA). ESF 6 provides resources, subject matter expertise, and coordination with other FEMA components and ESF 6 partners, including ESF 1 (Transportation) to support mass evacuation activities."

Organization	Comment	Page	Comment	Recommendation	Resolution
USDOT	USDOT-02	Page 8 (2.1.4)	I do not see the need to identify all the ships and their capabilities. The issue is the availability of fuel. Stafford Act	The Maritime Administration (MARAD) is an agency within the U.S. Department of Transportation that deals with waterborne transportation. MARAD operates 12 Ready Reserve Force (RRF) ships in the Bay Area. These ships are kept in a reduced operating status and could provide support to emergency operations. MARAD ships may be mission assigned to provide fuel to ferry vessels. WETA will need to provide fueling hoses and couplings for refueling ferry vessels from MARAD vessels. Coordination for the use of MARAD ships takes place through ESF 1 and FEMA with DoD concurrence.	Changed text to: The Maritime Administration (MARAD) is an agency within the U.S. Department of Transportation that deals with waterborne transportation. MARAD operates 12 Ready Reserve Force (RRF) ships in the Bay Area. These ships are kept in a reduced operating status and could provide support to emergency operations. MARAD ships may be mission assigned to provide fuel to ferry vessels. WETA will need to provide fueling hoses and couplings for refueling ferry vessels from MARAD vessels. Coordination for the use of MARAD ships takes place through ESF 1 and FEMA with DoD concurrence.
USDOT	USDOT-03	Page 18 (3)	49 CFR Part 1. Note correct agency is Federal Aviation Administration (FAA) not Federal Aviation Authority. FAA is part of US DOT, therefore it is not necessary to identify it separately	and other partners such as DOD, US DOT, ~~Federal Aviation Authority~~	Deleted: Federal Aviation Authority.
USDOT	USDOT-04	Page 19		Add US DOT to block entitled EF-1/ESF-1	Revised graphic to add USDOT
USDOT	US DOT-05	Page 34 (3.9.1)	MAP-21, 49USC	The DOT Emergency Relief Programs	Changed text to: Programs
USDOT	US DOT-06	Page 34 (3.9.1)	MAP 21, 49 USC	Insert: 3.9.1 a Federal Transit Administration (FTA)	Changed text to: Federal Transportation Administration (FTA) Emergency Relief (ER) funding is available to entities that receive Federal transit funding directly from FTA, whether as a State, a designated recipient of 5307 Program funding, or as a direct recipient of program funds. Eligible recipients are typically States, local government authorities and public transit systems. Eligible recipients may apply for FTA ER Program funds on behalf of themselves and any sub-recipients.
USDOT	US DOT -07	Page 34 (3.9.1a)	MAP 21, 49 USC	FTA Emergency Relief funding is available to entities that receive Federal transit funding (See attached Word Document)	See above ...In the event of an emergency or major disaster affecting public transportation systems, FTA will consult with the affected transit systems to determine the scope and extent of damage or the existence of other eligible costs. If a presidential or State declaration of an emergency or major disaster is in effect, the affected transit systems may be eligible for reimbursement of eligible ER costs through FTA's ER Program.
USDOT	US DOT-08	Page 34 (3.9.1b)	MAP 21 49 USC, 23 USC	Insert: 3.9.1 b Federal Highway Administration (FHWA)	In some cases, transit services may be eligible for reimbursement under the Federal Highway Administration (FHWA) ER Program, a special program from the Highway Trust Fund (HTF) for the repair and reconstruction of federal-aid highways and roads and trails on federal lands, which have suffered serious damage as a result of a natural disaster or catastrophic failures from an external cause. For example, if a road or bridge has been damaged or destroyed by a disaster, and a temporary structure or alternate route is not practical as a temporary connection, additional detoured or temporary ferry or other transit services may be eligible for reimbursement under FHWA's ER Program. The program can also fund the operating costs of movement of survivors, rescue operations, temporary public transportation service, or reestablishing, expanding, or relocating service before, during or after an emergency. Maintenance and operation of additional ferryboats or transit is eligible as a temporary substitute service.
USDOT	US DOT-09	Page 34 (3.9. 1b)	MAP 21 49 USC, 23 USC	The FHWA ~~Emergency Relief~~ ER Program is a special program from the ~~Federal Highway Administration~~ FHWA Highway Trust Fund (HTF)	Changed text to: "The Federal Highway Administration (FHWA) Emergency Relief (ER) Program is a special program from the Highway Trust Fund (HTF) for the repair and reconstruction of federal-aid highways and roads and trails on federal lands

Organization	Comment	Page	Comment	Recommendation	Resolution
Urban Areas Security Initiative (UASI)	1	13, 2.3	CalOES actives the Regional Emergency Coordination Plan (RECP) and the Regional Coordination Group (RCG) call for the Bay Area region to coordinate and share information regarding water transportation needs and resources.	Add reference to RECP throughout. Specify RCG as the Bay Area coordination mechanism. Add RCG organization to Roles and Responsibilities.	The ERP is a hazard specific plan. In a catastrophic incident, WETA will coordinate directly with the SOC/JFO through EF/ESF-1.
UASI	2	14, 2.3.2	Mutual aid is referenced, but process to request and deploy is not spelled out.	Describe mutual aid: how to request and deploy assets. Discuss ground-based mutual aid (through Region II) and maritime mutual aid (through USCG).	The WETA EOP discusses process for requesting and managing resources. VEOCI provides an interface through Cal EOC for initiating resource requests. Tracking resources such as vessels assigned to routes is an EOC/Contract Operator responsibility
UASI	3	14, 2.3.2	Explain how WETA will coordinate with and gather information from Bay Area local governments	Change second sentence of second paragraph to: In an incident that disrupts normal regional transportation systems, WETA serves both as an authority that coordinates emergency response activities with local government law and fire maritime assets, including harbor and marina assets as needed, and...	WETA does not coordinate emergency response activities with local government law and fire maritime assets, including harbor and marina assets as needed, and WETA takes direction from the SOC/JFO to provide resources for movement of first responders. WETA works with jurisdictions where terminals are located to coordinate embarkation and debarkation points.
UASI	4	14, 2.3.2	Explain how WETA will coordinate with and gather information from Bay Area local governments	Change last sentence of second paragraph to: WETA gathers response and recovery information from Bay Area local governments through the RCG call as needed and coordinates with Cal OES by participating in the REOC or SOC	WETA participates on regional Transportation Response Plan conference call as described in the RTEMP to develop situational awareness of local conditions. Revised Figure 4: Regional Organization Framework to display the WETA/local government relationships
UASI	5	16	San Francisco Bay Conservation and Development Commission (BCDC) is not listed and plays a key role (e.g., establishing lines of transit)	Include BCDC in Roles and Responsibilities.	Added BCDC to Section 2.3
UASI	6	19	Make clear that other ferries and fleets are incorporated in Organizational Framework.	Be clear in the right-most box that this includes Red White Fleet, Hornblower, etc. (All those listed in Appendix E)	No change
UASI	7	C-1	RCG call is used for local government information gathering and resources.	Add RCG call to timeline.	No change. See response to comments 1 and 4.
Port of Oakland	1	C-2 Sec 2A-8	Pg C-2, Sec 2A-8 under Details and Notes – should include "Port of Oakland"	Include the POAK	Changed text to: The City of Oakland of Oakland, the Port of Oakland, CCFS, and Alameda County and other jurisdictions operate fire and police vessels that may assist in determining the status for ferry terminals channels. Some of these vessels are fitted with side scanning sonar.
Port of Oakland	2		Pg 37, Sec 4.1 cites that the Port of Oakland monitors VHF radio channels. Not true. Our 24X7 PSMS watch monitors land based UHF frequencies for OFD dispatch activity, but not maritime VHF.	Delete reference to ports monitoring VHF radio	Deleted reference to ports monitoring VHF radio
California Office of Emergency Services (Cal OES)	1	overall	all state stakeholders should validate their regional/state roles and content including EF roles in Catastrophic versus normal SEMS Activations		No change
Cal OES	2	v	Appendix E period missing	consistent with bullets	Added.
Cal OES	3	vii	in response to large scale	specify the scales in the plan and it it's catastrophic it's best to use that word since it uses the state/fed CONOP and Cat Plans as overarching for the state	Changed text to: Catastrophic
Cal OES	4	vii	acronyms-state first time and use after as SEMS and NIMS are used		Changed text to: National Incident Management System (NIMS, the California Standardized Emergency Management System (SEMS).
Cal OES	5	vii	addition	where SEMS and NIMS are added I suggest citing consistency with the state EOP aka the State Emergency plan since the state of CA emergency management organization is described thoroughly	No change
Cal OES	6	vii	planning area	Possibly cite the counties in the planning area	No change

Organi□ation	Comment □	Page □	Comment	Recommendation	Resolution
Cal OES	7	xi	move content	For the reader not familiar it would help to move the since sentence to the beginning on the third paragraph.	No change
Cal OES	8	xi	plan most likely implemented after an incident with Govs proc and Stafford act	not necessarily meeting catastrophic criteria	Changed text to: □a **catastrophic** incident that results in a Governor's Proclamation of Emergency and an accompanying Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 100-707) (Stafford Act) Disaster Declaration that will require activation of the State Operations Center (SOC).□
Cal OES	9	xi	□regional catastrophic□	I did not review your plan in light of the UASI plan which is not a state/fed plan.	No change
Cal OES	10	xiii	TOC-review process	suggest that those groups review items come to a single fed POC and same for state if intended to be consistent with the Bay Area Earthquake Plan	No change
Cal OES	11	1	threat in Bay Area plan	The revised Cat Plan uses a range of threat for the San Andreas system. This moves beyond just the 1906 scenario is more compliant with the Post Katrina Reform Act which the new state/fed plan complies with.	No change
Cal OES	12	1	likely to activate WETA-Govs Proc/Stafford Act/SOC activation	These may be in a regular SEMS activation and not Catastrophic which means the normal state organization under the SEP and SEMS (see SEP graphic related to EOC activations. Under non catastrophic the REOC will be employed according to SEMS. The SOC activation occurs even when non catastrophic.	Added word: □catastrophic□
Cal OES	13	1	1.2 pursuant to□ mentions two state level Governor□s proclamations and the local	Unclear what role WETA has then if there is only a local proclamation. Again, scale. If there is a Catastrophic event, there will be immediate Federal/state.	No change
Cal OES	14	4	1.4 the plan applies to incidents that are regional etc.	This is clearer that you intend catastrophic. Suggest front load that/state clearly throughout.	Added word: □catastrophic□
Cal OES	15	5	Description of role of EF-suggest you use language from the SEP	Led by a State agency, each Emergency Function is designed to bring together discipline-specific stakeholders to collaborate and function within the four phases of emergency management: mitigation, preparedness, response, and recovery.	No change
Cal OES	16	5	last paragraph mentions EF 1 and EF 6	The current Cat plan in review has a task force called Survivor Movement Task Force. Might be good to cite it here since you are describing it.	Added: □as a function of the Survivor Task Force□
Cal OES	17	5	1.5	if not Catastrophic, coordination would be with the REOC and the Cat Plan assignments would not be ascribed	No change
Cal OES	18	6	UCG	catastrophic concept, not required for federal assistance under regular SEMS	No change
Cal OES	19	6, 7	fed review		No change
Cal OES	20	8	ESA □Emergency Services Act□citation	suggest providing citation info	Add ESA to reference documents Appendix F.
Cal OES	21	8	Last paragraph...during a proclaimed State of Emergency of local emergency	If there is a local only that jurisdiction maintains jurisdictional authority and they can proclaim without a Governor□s proclamation. If locals proclaim and request a Governor□s proclamation the process then proceeds that the Governor may proclaim. □our meaning is not clear.	No change

Organi□ation	Comment □	Page □	Comment	Recommendation	Resolution
Cal OES	22	9	SOC/REOC/Warning Center	The progression at the end of page 8-10 is confusing. Need to delineate what complexity of disaster you are looking at. The warning center is our day to day warning point in the state. The REOC activates per SEMS to support OA activation. The SOC activates to support REOC activation and resourcing from unaffected areas. In a Catastrophic model, the REOC functions fold into the SOC. See the current Cat plan and the Conop.	Basic description of Cal OES. Reordered paragraphs as: □Cal OES also operates the California State Warning Center 24 hours a day, 7 days a week, to receive and disseminate emergency alerts and warnings. During a proclaimed State of Emergency or Local Emergency, Cal OES coordinates the response activities of all State agencies and has the authority to use any State government resource to fulfill mutual aid requests or to support emergency operations.□
Cal OES	23	10	EFs	Suggest revising as in item 15 on the role of EFs. The EF 1 annex also describes their employment in large scale disasters. That annex is available on the internet.	No change
Cal OES	24	10	AFN-POC is Vance Taylor	Suggest confirming with Vance Taylor on the language for the purpose of his office.	No change
Cal OES	25	11	EF 16 Evacuation	Merged with EF 13--see internet for up to date changes on the EF listings	Deleted EF 16
Cal OES	26	11	Bay Area Cat Plan-survivor movement	Previously mentioned that the Task Force has EF 1 and others. See C-6-12, C-6-10, C-6-13 in the Bay Area Cat Plan	Changed text to: □Caltrans is the lead agency for EF 1 Transportation, and supports movement of survivors operations through coordination with EF 6 Care and Shelter and EF 13 Law Enforcement through the Survivor Task Force.□
Cal OES	27	11, 12	CHP, OSPR, Caltrans, CEC, CNG	Suggest state agencies vet content	No change
Cal OES	28	13	2.3.1 Ease of reading	The list of MTC functions might be nicely bulleted out to see.	No change
Cal OES	29	14	JIC versus JIS	There is more than one JIC in the JIS. The state JIC□	Change to JIC/JIS except where referencing MTC JIC
Cal OES	30	14	SOC/REOC/Warning Center	Catastrophic versus normal SEMS. EF 1 may or may not be together in the REOC and may be represented by departments in non-CA strophic events. Certainly the Planning Section would receive situational awareness and reports from these entities and they would be in the Operations section as needed for the event. If engaged in the event they would report in Cal EOC either under their EF or their department.	No change
Cal OES	31	18	mention is not all hazards and appendix B	Sent you an email about the UASI THIRA that may help with the all hazards planning since there is no appendix b info as part of this current review.	No change
Cal OES	32	18	3.1 mentions □region wide incidents□ and WETA coordinating with EF 1 at the SOC	□ou may want to clarify catastrophic incidents or use the EF 1 language.	Changed text to: □Catastrophic□
Cal OES	33	18	EF roles	There is a coordinative role. MACS is an ICS concept. Change from NIMS to ICS. SEMS is also founded on ICS. Suggest using exact language for the EFs on pages 87-89 of the State Emergency Plan for their role. The MACS process in a Cat event may be above the EF level at the UCG with recommendations from the EFs. Task Forces are also in play for the Cat Plan as already mentioned for certain activities. The EFs agreed that Task Forces with EFs being young in our state is a good start for working cross functional problems.	No change
Cal OES	34	19	Graphic confusing	Again, if suggesting the Cat model, help the reader understand the REOC functionally changes with the REOC functionally moving into the Cat model. Also, in the Cat model/Conop when the UCG is formed and REOC folds into the SOC it becomes the IOF until the transition to the JFO.	No change

Organization	Comment	Page	Comment	Recommendation	Resolution
Cal OES	35	20	third paragraph regarding regional guidance	My comments are based on the fed/state plan and I cannot speak to the UASI plan if that is what regional refers to.	No change
Cal OES	36	21	JIS versus JIC-which joint information center	Multiple JICs are in the Joint Information System. The state has a JIC along with departments etc.	
Cal OES	37	21	regional cat incident guide	The standing state guidance is the fed/state plan.	No change
Cal OES	38	22	uses catastrophic	NOTE-this is in line with Catastrophic	No change
Cal OES	39	23	2B-2 suggest mentioning the Survivor Movement Task Force here instead of current language.		No change
Cal OES	40	23	2B-5 JIC	Which JIC	Change to JIC/JIS except where referencing MTC JIC
Cal OES	41	23	phase 2C	SOC becomes the JFO and is operational, Recovery Organization also establishing, see Cat Plan graphic. Replace SOC with JFO.	No change
Cal OES	42	23	phase 3a	SOC is now JFO for a Cat event.	No change
Cal OES	43	24	Contracted through Cal OES/FEMA-I don't know if this is accurate. I would say that the Survivor Movement Task Force would have to look at options.		No change
Cal OES	44	24	Assistance for access to lands-add local government	This may be a planning issue that is a preparedness activity with local government not just the state.	No change
Cal OES	45	25	first sentence on page-bullet point-all levels of government	Is this also that something that private industry may also provide a solution to	No change
Cal OES	46	25	2nd paragraph on mutual aid and state of emergency	Already commented on this confusion on level of effort and disaster the plan refers to. Suggest revise or delete and make it clear in the planning assumptions what this plan addresses.	No change
Cal OES	47	26	Planning section-Advance Planning and demobilization	suggest adding products for advance planning function and demob function (see SEMS ACI on the SEMS web page)	No change
Cal OES	48	27	bulleted list at top of page	Do you have access to the changeable message signs like the ones Caltrans has	No change
Cal OES	49	27	during a region wide catastrophic incident	Throughout clarify if this is the plan premise or not and describe it once and base the rest on it or point out what diverges.	Deleted Region wide
Cal OES	50	28	first sentence that people are dislocated	suggest the word displaced	Replaced with displaced
Cal OES	51	28	UASI evac plan mentioned	suggest replace with the state/fed plan which also has updated statistics for Survivor Movement	No change
Cal OES	52	28	Survivor movement paragraph 2	Suggest updating with the Survivor movement information in the Cat Plan that depicts the Task Force with the affiliated roles.	No change
Cal OES	53	28	UASI Mass Care and Shelter plan mentioned	Suggest delete and replace with the State/Fed plan information and reference.	No change
Cal OES	54	29	disabilities and AFN	This should go to Vance Taylor since it describes the Cal OES office.	No change
Cal OES	55	30	3.7.6 Service and Companion animals	Suggest confirm with Vance and possibly CDFA that is in EF 11 (Curry Mayer). Suggest providing appropriate legal citation.	No change

Organi□ation	Comment □	Page □	Comment	Recommendation	Resolution
Cal OES	56	31, 32	EMMA requests-that state in a huge event of this kind will receive a lot of resource requests especially for EMMA.	Suggest WETA look at all options for providing people resources that have the appropriate qualifications. This might be maintaining lists of organizations or providers, developing agreements etc. Whatever resource planning can be done now for planning for your needs the better. Example being the Safety Assessment Program. Cal OES works with the State Architect to maintain rosters for building inspectors and works a program to certify them. This may also lead to mission ready packages for EMAC if you define requirements in advance in light of your capabilities.	No change
Cal OES	57	32	EMAC	If there is something you think might be available in another state that is not available in our state I would encourage you to describe it and connect with our State Operations so that we can front load a potential resource need. I would shorten this section to suffice to say that in essence resources not available in California may be requested through EMAC. It is understood there is a GP since this is Catastrophic. Our state pays the other state directly. I would like the cost details out of it.	No change
Cal OES	58	33	Bay Area Earthquake Plan-first mention□	If you are referencing the UASI plans you need to call out the State/Fed plan separately. There could be confusion mixing the UASI regional plans and the state/fed plan which are separate. My review is based on the state/fed plan only.	No change
Cal OES	59	33	CEC	I defer to FEMA RIX and CEC to review the fuels content.	No change
Cal OES	60	34	FHWA-ER program	Defer to Fed DOT/Caltrans.	No change
Cal OES	61	35	PA Program	Suggest Stacy Mason-Vegna with Cal OES Recovery review.	No change
Cal OES	62	39	JIS mentioned	JIC is mentioned throughout before explaining JIS which is late in the document. Suggest defining things first to orient the reader even if it is brief and parenthetical.	Change to JIC/JIS except where referencing MTC JIC
Cal OES	63	41	plan updates--should be reviewed when there is a major incident	□ou may want to define it.	No change
Cal OES	64	A-1	IOF	Add Initial Operating Facility	No change
Cal OES	65	A-1	UASI	I don□t think you used UASI when you referred to the UASI plans□	Inserted UASI into Appendix
Cal OES	66	A-4	EF depiction	The merged functionality should not remain as that EF is not longer valid. EF 9, EF 16-or maybe put in parens the pieces that moved. I would stay with what is posted. The new SEP is being reviewed internally. □ou can also follow up with Kristina Moffitt who is the manager over SEP and EF annexes.	Removed EF 16

AGENDA ITEM 9
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Lauren Gularte, Program Manager/Analyst

SUBJECT: **Approve the WETA Emergency Response Plan**

Recommendation
Approve the WETA Emergency Response Plan.

Background
WETA was created by the California Legislature in 2007 by Senate Bill (SB) 976 as amended by SB 1093. The law directed that the San Francisco Bay Area Water Emergency Transportation Authority (WETA) supersede the San Francisco Bay Area Water Transit Authority with the intent of providing a unified, comprehensive institutional structure for the ownership and governance of a regional water transportation system. California Government Code Section 66540.2 and 66540.5 directs WETA to consolidate and operate public ferry services in the Bay Area, plan new service routes, and authorizes WETA to coordinate ferry transportation response to emergencies or disasters affecting the Bay Area transportation system. Emergency water transportation services include transportation of passengers if primary transportation systems and infrastructure are unavailable as well as transportation of first responders and disaster service workers to facilitate emergency response and recovery.

WETA's first emergency response plan was completed and approved in 2009. Many changes have occurred since 2009, including assuming operation of the Alameda and Vallejo ferry services, starting the East Bay to South San Francisco route, gaining experience through responding to several transportation incidents in the Bay Area, as well as working extensively with local, regional, state and federal emergency management agencies to coordinate and practice joint responses to emergencies. Over the last year staff has worked with Navigating Preparedness to revise the agency's internal and external emergency response plans to reflect these changes to the agency and the refinement of emergency response skills gained and preparation the agency has conducted in recent years.

Discussion
In early 2015, WETA and Lee Rosenberg with Navigating Preparedness conducted an initial set of stakeholder meetings with United States Coast Guard (USCG) Sector San Francisco, California Office of Emergency Services (Cal OES), the Metropolitan Transportation Commission (MTC), the San Francisco Department of Emergency Management (DEM) and WETA's contracted operator Blue & Gold Fleet, to understand their perception of WETA's emergency response role and identify any relevant changes in their operations.

Concurrently during this time frame, Cal OES and the Federal Emergency Management Agency (FEMA) developed the Bay Area Earthquake Plan, which details State and Federal

strategies to respond to a catastrophic earthquake impacting the Bay Area region. During such an event WETA, as a regional authority will fall under the direction of the Cal OES within the California State Emergency Management System (SEMS). Staff has coordinated closely with Cal OES and FEMA to synchronize WETA's emergency response plans with the Bay Area Earthquake Plan and ensure alignment, including participating in the development of the mass care/survivor movement section in March 2015, attending information analysis briefings and commenting on the draft Bay Area Earthquake Plan in October 2015.

Emergency Response Plan (ERP):
WETA's external plan, the Emergency Response Plan (ERP), describes how WETA will coordinate with local, regional, state, and federal partners to provide emergency water transportation in a catastrophic emergency requiring activation of the State Operations Center (SOC). In this respect the ERP is not an all hazards plan. The ERP has been prepared in accordance with the standards of the National Incident Management System, the California Standardized Emergency Management System, and other federal and state requirements and standards.

The ERP addresses planning assumptions, roles and responsibilities, emergency water transportation operations, and incident communications. Building on lessons learned over the past several years, the plan better defines WETA's role, emphasizes how WETA fits into the regional emergency response framework, and includes a list of resource requirements or capabilities that WETA will need to request in order to provide emergency water transportation services. This list of resource requirements is detailed in section 3.4 of the ERP and includes the following:

1. Credentialing/terminal access assistance from law enforcement agencies to expedite vessel crew movement through checkpoints
2. Early assist from Cal OES and/or FEMA for fuel
3. Emergency funding to pay for additional contracted resources or for the provision of emergency water transportation operations
4. Security, crowd control, survivor support services from local jurisdictions
5. Additional staffing to support full activation of the WETA Emergency Operations Center (EOC) for multiple operational periods, as well as staff support services
6. Supporting transit connectivity for follow-on movement of survivors to shelters
7. Assistance from state/regional/local partners to obtain access to land to establish temporary ferry terminals
8. Prioritization for obtaining maritime construction resources or services for temporary terminals and assistance with expediting construction

Key to making the ERP operational are Operational Priorities and Courses of Action (COAs). Operational Priorities are overarching goals that direct WETA managed emergency water transportation operations within its purview. They support developing COAs that list specific activities to take place within certain timeframes in order to meet the incident objectives. Appendix C includes a detailed, time based matrix with this information.

Follow up actions for ERP:
As mentioned later in the report, on February 3 WETA met with Cal OES to discuss WETA's eight resource requirements listed above. Cal OES is aware of WETA's resource needs and understands the critical role that WETA will play in providing survivor movement and first responder transportation following a catastrophic event. While WETA expects to request

the above listed resources required to provide emergency water transportation operations, there are certain preparedness efforts and action items that can be worked on or implemented prior to an emergency to ensure these resources are available to WETA as efficiently and effectively as possible following an incident. Action items:

- Credentialing: While discussions with Cal OES did not provide a definitive solution to the issue of credentialing ferry workers as disaster service workers, it is understood that WETA will participate in Emergency Function #1 Transportation at the SOC, and that through this participation WETA would require ferry workers to be included on a list transmitted to CHP and local law enforcement in order to allow ferry workers to bypass any roadblocks and gain access to ferry terminals. WETA staff will continue to address this issue with Cal OES through discussions, training, and preparedness activities and will revise the plan should there be a more firm resolution to this issue.
- Funding: Follow up meetings should be scheduled with Cal OES to discuss opportunities to address WETA's funding limitations and staffing needs for emergency operations.
- Fuel: Coordination with FEMA and the California Energy Commission (CEC) to plan for WETA's emergency fuel needs, explore preparedness opportunities for the provision of emergency fuel, and to provide all the information that FEMA or the CEC will need to rapidly process WETA's request for emergency fuel, including fuel usage estimates, potential delivery locations and frequencies. Staff recently met with FEMA and is meeting with the CEC on March 1 and will be providing all required information to these agencies by March 3.
- Establishing Temporary Terminals: Staff plans to meet with representatives from the Port of Oakland, CalTrans and other parties to explore potential options for accessing land to set up temporary terminals in the event this becomes a regional priority. These conversations are expected to take place later this summer.
- Security Crowd Control: Continual outreach to operational areas, law enforcement and first responders to ensure awareness of WETA's capabilities and potential resource needs (credentialing and terminal access, security/crowd control) as well as practicing these issues during training exercises.

The Emergency Operations Plan (EOP):
WETA's internal plan, the Emergency Operations Plan (EOP), is an appendix to the ERP and will remain a confidential internal operations document that is maintained separately. While the external-facing ERP only focuses on the catastrophic scenario, the EOP has been revised to address the internal processes required for responding to the catastrophic scenario in addition to the response required for all other types of events such as transportation incidents and planned events necessitating an increased level of transit service via WETA's own assets or through mutual aid from other transit agencies.

The EOP describes WETA's organizational structure and management system for emergency response, sets forth lines of authority and organizational relationships, identifies the actions taken to activate and operate the WETA EOC and identifies personnel, equipment, facilities, supplies, and other resources available to support EOC operations. Additionally, the EOP provides detailed information on the following emergency response activities:

- EOC action planning as well as information collection and management

- EOC position checklists, activation instructions and staffing rosters
- Checklists for regional transportation incidents and hazard-specific checklists for events such as a tsunami, vessel fire, loss of facility, active shooter, bomb threat, etc.
- Temporary terminal requirements and layout
- Communications, emergency fuel and refueling operations

The EOP has been reviewed by WETA Operations staff and by WETA's contract operator, Blue & Gold Fleet.

In addition to the development of the actual EOP, staff is in the process of completing several efforts/projects to further WETA's emergency response preparedness including:

- Implementation of VEOCI emergency management software, a web-based, virtual EOC, information and resource management system for emergency management activities. This system provides ability to notify staff, collaborate in a virtual EOC, generate and share real-time information, provide a structure for task and resource tracking and documentation for reimbursement. This system will be compatible with the State of California's web based resource management system, CalEOC and the project is expected to be complete in fall 2016.
- Improving WETA's communication equipment, including setting up the Vallejo EOC communications and refining WETA's P25 interoperable radio system.
- Coordination with Blue & Gold Fleet on their Business Resumption Plan detailing how the company will communicate with and organize its employees in the event a catastrophic incident disabling regular communication systems. WETA is in the process of providing to Blue & Gold Fleet the communications system required to initiate and carry out the Business Resumption Plan.

Outreach for the ERP

Over the last two months staff has solicited comments on the draft ERP and conducted three outreach meetings. On January 4, 2016 the draft plan was provided to key stakeholders integrally involved in the provision of emergency water transportation services for comment including:

- Cal OES and FEMA
- USCG Sector SF
- Department of Transportation and MARAD
- MTC
- Caltrans
- California Highway Patrol
- Blue & Gold Fleet
- Maritime Unions (MMP and IBU)
- Golden Gate Bridge, Highway and Transportation District
- Operational Areas with ferry terminals
- Ports of San Francisco and Oakland
- Urban Areas Security Initiative

Written comments were received from 8 agencies. The consultant has provided an End of Project Report which summarizes the comments received and includes a matrix of all stakeholder comments. The End of Project Report is provided as Attachment 1 to this item.

On January 29, WETA held a plan validation workshop at the Port of San Francisco with 19 attendees from 14 different key stakeholder organizations to review the plan, receive comments from those who did not provide written comments and to conduct a table-top

exercise aimed at validating the plan. This meeting provided a forum for participants to discuss their comments further with WETA as well as other key stakeholders and included discussion on topics such as disaster service workers credentialing for ferry workers, coordination of waterside asset inspection activities and dissemination of results, and clarification of WETA's position in the emergency response organizational framework.

A separate meeting with Cal OES was conducted on February 3 with Cal OES's Chief Deputy Director, Coastal Region Administrator, a California Maritime Security Program representative and a Preparedness Supervisor to discuss Cal OES's comments on WETA's plan and to review the resource requirements WETA will likely need to request from or coordinate with Cal OES to receive in order to provide emergency water transportation services.

A third meeting was held on February 12 inviting Bay Area Operational Areas without ferry terminals, local jurisdictions, transit agencies and first responders. This meeting was lightly attended but included first responders from South San Francisco and Vallejo as well as staff from the CEC which is responsible for the California Fuel Set Aside Program which ensures fuel supplies are available to emergency responders. Staff is also scheduled to present an overview of WETA's Emergency Response Plan at the Coastal Region Mutual Aid Regional Advisory Committee (MARAC) quarterly meeting on March 9. MARAC meetings consist of staff from Cal OES as well as staff from the 16 Operational Areas in the Cal OES Coastal Region.

Once the plan has been approved, staff will continue to conduct outreach to local jurisdictions, operational areas and first responders in order to ensure that these groups are aware of WETA's role in emergencies and ability to provide emergency water transportation services.

Fiscal Impact
There is no fiscal impact associated with this item.

***END**

Attachment A

WETA Vessel Fleet

March 2016

Vessel	Year Built	Passenger Capacity	Service Speed (knots)
Peralta	2001	326	26
Encinal*	1985	395	23
Bay Breeze	1994	250	26
Gemini	2008	149	26
Pisces	2009	149	26
Scorpio	2009	199	26
Taurus	2010	199	26
Vallejo	1991	267	34
Intintoli	1996	349	34
Mare Island	1996	330	34
Solano	2004	320	34
Express II**	1995	149	28

*In Service, replacement vessel expected Winter 2016

**Retired in 2012, replacement vessel expected Spring 2017

North Bay Ferry Procurement
RFP 16-001

Vessel Requirements Analysis
&
RFP Process
Summary

Martin J. Robbins
3 March 2016

1. OVERVIEW

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) intends to procure three (3) 445 passenger, 34 knot, ferries built to United States Coast Guard 46 CFR Subchapter K rules. These aluminum catamarans will serve ferry routes on San Francisco and San Pablo Bays – the North Bay Routes – primarily between downtown San Francisco, Vallejo, and Richmond.

WETA's vessel requirements are being driven by increasing ridership on the existing Vallejo route where commute period sailings are selling out on a regular basis. The operating parameters of the Vallejo route are well understood and have been rigorously analyzed over 19 years of operation. The existing Vallejo fleet operates at 34 knots, with passenger capacities ranging from 260-349 passengers. These vessels will also provide the new service to Richmond where a 34 knot service speed is required to maintain planned headways during commute periods. This document summarizes the work conducted to determine the key vessel parameters.

2. INVESTIGATIONS

The following study areas were chosen:

2.1. Route Redundancy

The vessels are designed for operation on North Bay Routes, however, their potential utility as backup vessels for other routes is ensured as the San Francisco – Vallejo route is the most demanding of all current and foreseen WETA routes. The passenger capacity, endurance, speed, installed power, schedule, draft, and other requirements were reviewed to determine the extent of any required vessel upgrades from the existing Vallejo fleet. These new vessels will be able to fulfill the passenger and speed requirements of all WETA routes, and will greatly enhance the Authority's ability to respond to a regional emergency.

CONCLUSION:
These vessels are optimized for the North Bay Routes, the most demanding in terms of vessel speed and capacity. Therefore, they will handily serve all other WETA routes and emergency water transportation needs as required.

2.2. Speed and Route

Operating profile models are well known and documented for the Vallejo route. For the Richmond service a route demonstration was performed using an existing Vallejo fleet vessel. Both routes require a dependable operating speed of 34 knots to ensure schedule viability. The Request for Proposals (RFP)

will therefore target vessels that can achieve a speed of 34 knots while fully loaded with fuel and at their rated passenger capacity. The vessels will likely operate at 38-40 knots when in a lightship condition. This speed margin will ensure that the vessels can maintain their published schedule regardless of passenger load, fuel load, and environmental factors such as tidal current and wind/wave action.

CONCLUSION:
A service speed of 34 knots, with the vessel fully loaded, will ensure optimum schedule viability for the North Bay Routes. Additionally, this will provide more than adequate service speeds for all other WETA routes; where the vessels can be operated at reduced power and fuel consumption.

2.3. Vessel Performance Metrics

The existing Vallejo fleet is made up of the following vessels:

Vessel Name	Year Built (Rebuilt)	Make/Model	Passenger Capacity Original (Upgraded)	Speed
VALLEJO	1991 (2001)	INCAT 33 meter	375 (260)	34
INTINTOLI	1997 (2012)	AMD 36 meter	300 (349)	34
MARE ISLAND	1997 (2012)	AMD 36 meter	300 (330)	34
SOLANO	2004	AMD 36 meter	300 (320)	34

All ferries are:

- Passenger only aluminum catamarans
- Powered by high speed marine diesel engines driving through reduction gears
- Waterjet propelled
- Meet USCG 46 CFR Subchapter K regulations

With over 19 years of safe, reliable, and efficient service on the Vallejo route … and a half-billion passenger miles of reliable service … this vessel type has a proven track record.

CONCLUSION:
The ongoing case study of the Vallejo route provides ample justification for establishing the vessel performance metrics established for this project.

2.4. Two Engine vs. Four Engine Configuration

This questions has frequently been raised as vessels of this type are considered for a given service. The Golden Gate Bridge District operates a very similar fleet of vessels serving their Larkspur to San Francisco route. Those vessels are very similar to the Vallejo fleet with the exception of running with four main propulsion engines instead of two.

Advantages:

1. The vessel can be operated, albeit at reduced speed, on three engines if there is a mechanical failure or if there is a need to perform preventative maintenance during normal operating hours.
2. Potentially eliminates or reduces the need for a backup service vessel.

Disadvantages:

1. Increased capital cost.
2. Increased operating cost, vessels are heavier and burn more fuel.
3. Increased vessel complexity.
4. Less access for vessel maintenance and repairs.
5. More exhaust emissions.
6. Unable to meet schedule on three engines.

CONCLUSION:
Given the excellent vessel reliability record of the Vallejo fleet … a sailing completion rate of 99.1% since FY 2001 … the disadvantages of a four engine vessel vastly outweigh the sole advantage of three engine operation.

2.5. Propulsion Type

High speed diesel engine propulsion has been the overwhelming choice for fast passenger ferries worldwide going back several decades. The global market place has determined that this propulsion model is the optimum choice given the parameters of safety and overall economic efficiency. Modern marine diesel engines are also very well supported by reputable engine manufacturers, service and repair organizations, and enjoy solid spare parts availability. These engines are rugged and highly reliable in service; currently the engines in the Vallejo fleet go 21,000 operating hours … the equivalent of 630,000 automobile passenger miles … before major preventative maintenance is required.

In terms of propulsion, at speeds greater than 30 knots, waterjets offer significant advantages over conventional propeller systems. While waterjets require greater capital investment at new construction, they operate more efficiently in terms of power and fuel consumption at these speeds. Propellers also are prone to experience adverse vibration, cavitation, and noise issues at these speeds; and therefore have higher ongoing maintenance costs. Waterjets are also much more maneuverable in

docking situations, especially in cross-current situations that occur in Vallejo and Richmond inner harbor where maneuvering room is limited.

CONCLUSION:
The global marketplace and the proven record of performance on the Vallejo route solidly support the conclusion that high speed marine diesel engines propelling the new vessels using waterjets is the optimum propulsion package for this project.

2.6. Environmental Impacts and Emissions

WETA's mandate has been to operate water transportation services in the San Francisco Bay Area in an environmentally responsible manner. In support of that mandate, WETA tasked Elliott Bay Design Group to perform an Alternative Propulsion Analysis as part of this project.

The maritime community is just now on the cusp of new marine propulsion technologies making an impact on certain segments of the industry. Many of these technologies employ systems that will reduce, and in some cases eliminate, the dependence on fossil fuel consumption to power the vessel. Advances in fuel cells, hybrid and stored energy concepts, liquefied natural gas, wind, solar, et cetera all have demonstrated promise in certain applications. WETA recognizes these developments and therefore undertook the aforementioned analysis. The findings of that analysis were summarized to the WETA Board during a February 2016 meeting presentation.

At the crux of the matter is that there will always be a tradeoff between propulsion system weight and the number of passengers that a vessel can carry at a given speed. This is a matter of the laws of physics and hydrodynamics. With the establishment of a base vessel carrying 445 passengers at a 34 knot service speed, the negative impact of trading propulsion system weight for passengers effectively rules out alternative propulsion concepts for this project.

It is noted that the adoption of alternative propulsion technologies by WETA may be best suited to shorter routes requiring lower service speed … Treasure Island for example … or for vessels with lower weight/power sensitivity.

The new vessels being procured for this project will be specified to meet the most stringent EPA requirements for marine diesel engines (EPA Tier IV). These vessels will be first of their type operating in the United States using Tier IV engines. Also, the vessel will be specified as a non-discharge vessel with zero overboard discharges into the region's waters. The RFP will also encourage the following:

- Use of solar panels to support various electrical loads
- LED light fixtures to reduce overall electrical loads
- Specification of renewable materials for vessel outfitting
- Thermal insulation to reduce the energy required to cool or heat the vessel
- Tinted glass to reduce air conditioning demand
- Onboard recycling collection

CONCLUSION:
While alternative propulsion technologies are a welcome development in the effort to reduce or eliminate greenhouse gas or other unwanted emissions from ferries, the demands of this route do not support alternative propulsion concepts at this early stage of their development. Conventional propulsion strategies best serve the route and service needs but environmental enhancements to the vessels should be pursued wherever they are viable.

2.7. Bicycles

Bicycle demand on the Vallejo route is typically much lower than on other WETA routes. The Vallejo service currently see an average of 3 bicycles per sailing. However, the use of bicycles is expected to increase with ridership, and the bicycle utilization out of Richmond is likely to be higher. The current Vallejo fleet can accommodate 10-12 bicycles per vessel. The new vessel will be setup to accommodate 24 bicycles in order to better serve future demand on the North Bay Routes, and to enhance operability if these vessels serve on Central Bay Routes in backup service.

CONCLUSION:
Increase bicycle capacity to 24 for the new North Bay vessels.

3. CONTRACTING

3.1. Contracting Approach

The contracting approach for this project will follow on and be largely identical to the process undertaken to construct the new 400 passenger vessels for the Central Bay. The two step approach was also used by the city of Vallejo to procure the three vessels that currently serve the Vallejo route. The project shipyard budget will be included in the Instructions to Offerers to help ensure that proposal prices fall in line with the project budget.

A two step approach was chosen to ensure FTA compliance and to ensure a best value award for WETA.

3.2. Buy America

Buy America compliance data from past and recent ferry construction and refurbishment projects has demonstrated that the 60% threshold for FTA rolling stock can be achieved. It appears the vessels can meet the Buy America requirements.

4. CONCEPT GENERAL ARRANGEMENT

As the new vessel will carry a larger number of passengers and bicycles than the current Vallejo fleet, WETA will be issuing a Contract Guidance Drawing for this project with the RFP materials. A drawing is being developed using a variant of the SOLANO, scaled up to the size required for the increased passenger load. This vessel type is currently in service for the Golden Gate Bridge District (vessels NAPA and GOLDEN GATE) with the same overall dimensions and performance proving the concept as viable.

CONCLUSION:
The vessel parameters and owner's requirements described in the RFP documents are achievable based on existing WETA vessels of this type.

AGENDA ITEM 10
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Keith Stahnke, Manager, Operations

SUBJECT: **Authorize Release of a Request for Proposals for North Bay Vessel Construction**

Recommendation
Authorize the release of a Request for Proposals (RFP) for North Bay Vessel Construction for the procurement of three vessels.

Discussion/Background
The Authority owns and utilizes a fleet of 12 vessels to operate its four service routes including Alameda/Oakland to San Francisco, Alameda/Oakland to South San Francisco, Alameda Harbor Bay to San Francisco and Vallejo to San Francisco services. This fleet effectively consists of two sub-fleets including four 34-knot vessels operated in the North Bay Vallejo service and eight 25-knot vessels that are operated in the Central Bay Alameda/Oakland, Harbor Bay and South San Francisco services. While there is some interchangeability of these vessels between the north and central bay services, vessels can generally be categorized into these two sub-fleets based upon the operating speed required to meet the service schedules. A full fleet roster is provided as ***Attachment A*** to this report.

One of the four North Bay vessels, the *M.V. Vallejo* is included in the FY 2015/16 Capital Budget for replacement and staff has secured funding commitments for replacement. The *Vallejo* is a 267 passenger vessel generally utilized in the operation of the Vallejo service. It has met the regional replacement age of 25 years, qualifying it for federal (80%) capital replacement funds from the Metropolitan Transportation Commission.

With the new Richmond route two additional vessels will be required in the fleet, the service needs will require a high speed vessel (34 knots) to meet a 30 minute one way service schedule, providing competitive transit services offering one hour headways. FY 2015/16 Capital Budget includes funding for the addition of two new vessels. Adding these vessels to the North Bay fleet will allow for the best utilization of fleet resources to meet the demands for the Vallejo and new Richmond services.

On December 10, 2015 the Board approved a contract with Fast Ferry Management for construction management services to assist staff with the vessel procurement and construction for the North Bay Vessel Project.

On February 11, 2016 an Informational report on vessel propulsion technology was presented to the Board. This report provided an overview of the current state of propulsion alternatives focused on the North Bay Vessels project and how new technology can apply to vessels on the Vallejo and Richmond routes given their service profiles.

Project development included extensive outreach to:

- Naval architects and shipyards reviewing recent similar vessel construction projects.
- Propulsion systems manufacturers and industry experts for latest developments in marine engines, alternative systems and emission control systems equipment.
- Other ferry transit agencies that have recently constructed new vessels or conducting extensive vessel repair work, including King County Transit and Golden Gate Ferry who were consulted for best practices in procurement and project management.

The construction manager Fast Ferry Management and WETA staff developed vessel specification and procurement process requirements for this project. A summary of the vessel requirement analysis conducted for this RFP is provided as ***Attachment B*** to this report.

Given the current ridership demand and growth predicted in the North Bay ferry services, it is staff's assessment that these vessels should have a 34-knot service speed, with a capacity 445 passengers. Procuring these three vessels together should increase the interest from bidders on this project, provide some cost advantages due to economies of scale and provide efficiencies in management and maintenance of this set of vessels.

The RFP for North Bay Vessel Construction will solicit proposals from qualified small passenger vessel builders to provide three vessels meeting the required vessel design specifications. Once the best qualified proposer is identified, staff will return this summer to the Board to propose a contract award for this project.

DBE Project Goal
In 2014, the Federal Transit Administration (FTA) released new Disadvantaged Business Enterprises (DBE) regulations for ferry projects utilizing FTA funds. WETA has historically included new vessel construction as a part of the development of its overall agency triennial DBE goal. However, as the result of the new FTA regulations for DBE programs, new ferry construction projects now fall under FTA's Transit Vehicle Manufacturer (TVM) requirements, limiting bidders to FTA certified TVMs. Because there are no shipyards that are registered as TVMs, WETA prepared an analysis and requested FTA approval to establish a project specific DBE goal for this project in lieu of limiting proposers to certified TVMs. Following the requirements of 49 CFR §26.45, WETA conducted an analysis of the availability of DBE firms for this vessel construction project. On January 13, 2016, FTA approved a 1.6% DBE Project Goal for this project.

Outreach in developing this DBE Project Goal has included a webinar that WETA hosted on November 16, 2015, the creation of an online networking list hosted on WETA's website allowing firms to post their contact information, trade specialties and making it available for download to all interested firms, as well as providing information on WETA's website on the DBE Project Goal, how to find DBEs and how to become a DBE.

Fiscal Impact
There is no fiscal impact associated with the release of this RFP.

END

AGENDA ITEM 11
MEETING: March 3, 2016

MEMORANDUM

TO: **Board Members**

FROM: **Nina Rannells, Executive Director**
Kevin Connolly, Manager, Planning & Development
Keith Stahnke, Manager, Operations

SUBJECT: **Overview of Upcoming Summer 2016 Service Plan**

Background

In June 2015, the WETA Board adopted the Systems Performance Targets policy to help guide service planning and design for WETA's existing services. The policy was intended to be used as a tool for WETA staff and a consistent set of reporting standards for the WETA Board, WETA partners and riders to gain a better understanding of WETA service performance.

The System Performance Targets Policy establishes minimum, target and maximum levels of performance. It introduces the idea of triggers that will justify new or enhanced service for routes that are experiencing an excess of demand. While service enhancements such as increased frequency or larger vessels will be popular with riders, they will also reduce the productivity of a service for a period of time as the service attracts new riders. Therefore, after an enhancement in service, the policy suggests a four year period to allow that service to return to minimum or target levels of productivity. The proposed policy also establishes minimum levels of performance to not only provide a goal for expansion projects but also a threshold of fiscal sustainability for existing services.

Ferry ridership in 2016 continues to increase as the Bay Area economy experiences sustained economic growth. System ridership grew 19 percent last year and is up 60 percent since 2012, when services were consolidated under WETA. The System Performance policy evaluates productivity through measures such as Passengers per Revenue Hour, Farebox Recovery and Peak Hour Occupancy. In all of these categories, WETA services are exceeding both the target level and the maximum level identified in the policy. When a service exceeds the maximum target, service enhancements such as larger vessels or higher frequencies are justified.

Peak hour occupancy is a measure that is impacts WETA riders on an everyday basis. The policy targets a range of 60% -- 75% peak hour occupancy for ferry services. Last August, both the Vallejo and Alameda/Oakland services averaged over 90 percent for both the AM and PM peak hours. This resulted in leave-behinds becoming a regular feature of the evening commute period.

While both of these services clearly require enhancements to improve the customer experience, WETA is limited by operational funding and available vessels. Over the next two years, newer and larger vessels will join the fleet helping to address the strong demand. However, for summer 2016 there are limited options for enhancing service to prevent leave-behinds and overcrowding. However, working with WETA's contract operator -- Blue and Gold Fleet – staff has developed a summer schedule that will add capacity at the most impacted periods on the Alameda/Oakland and Vallejo services. While the service plan will

help to address demand, it will also require operating with limited spare vessel capacity meaning the service may be less reliable until new vessels arrive in 2017.

Discussion

The summer 2016 service plan will feature a number of schedule adjustments developed to respond to increasing demand for ferry service, minimizing schedule impacts to riders while maximizing system efficiencies and utilization of vessels and crews as summarized below:

- Alameda/Oakland Weekdays include five new departures to alleviate vessel overcrowding and allow for vessel rotation into this service. Weekend service enhancements increase frequency and improvement for on time performance;

- Vallejo weekdays add three new departures, one am and one pm trip in the peak and a later evening trip. Seasonal adjustments to the mid-morning schedule to offer trips in the most desired departure times around the 10:00 hour to alleviate vessel crowding;

Compared to the 2015 summer schedule the proposed changes would add three new crews on weekdays and one new crew on weekends. Increased interlining of vessels and crews as well as making better use of and managing deadhead trips. The practice of "interlining" refers to distributing vessels and crews among multiple terminals rather than dedicating them to specific lines. "Deadhead" trips are non-revenue trips that reposition boats and crews for peak trips.

The specific schedule associated with these changes is still undergoing final reviews to determine exact departure times to ensure that there are no mooring conflicts and that work hour rules and connecting transportation services can accommodate proposed changes. Once a final summer schedule is settled, staff will initiate public outreach efforts to inform regular riders of the summer schedule and associated adjustments.

With the increasing ridership and service levels other enhancements are required to support the ferry system including the provision of:

- Additional customer service representatives at the Downtown Ferry Terminal.
- Weekend ticket sales at the Oakland Ferry Terminal.
- Increased vessel maintenance staffing.
- Added crew training for vessel and route familiarization to implement new interlining.
- Increased use of WETA's contract operator slower vessels for specific trips and as back up to WETA vessels out of service.

The result is anticipated to be a more robust schedule, addressing peak and off peak demand needs with improved customer service and vessel operational support. With expected ridership increases, staff is confident that productivity will improve and there will be an overall improvement in ferry service throughout the Bay Area.

Fiscal Impact

The annual operating cost to implement the enhanced Summer schedule is estimated to be $1.90 million. The estimated operating cost would be offset by $570,000 in projected farebox revenue, resulting in a net cost of approximately $1.33 million. With the Summer schedule starting on May 2, 2016, an estimated $440,000 would be incurred during the current fiscal year. Due to savings in fuel cost, there are sufficient funds in the FY 2015/16 Operating Budget to cover this additional cost.

The remaining $890,000 will be included in the FY2016/17 Operating Budget. Staff has met with MTC to discuss the allocation of additional Operating funds to support these new services to address ridership demand. Until new funding allocations are received, other Operating funding currently held in reserves will be used to support the additional cost.

END